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AGRICULTURE - NATURAL RESOURCE MANAGEMENT PROGRAM

WULA NAFAA

ANNUAL REPORT

OCTOBER 2006 – SEPTEMBER 2007

September, 2007

This publication was produced for United States Agency for International Development by International Resources Group (IRG)

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MANAGEMENT PROGRAM

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Contract No. 685-C-00-03-00008-00



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ACRONYMS

ACASEN	Cashews of Senegal (Acajoux du Sénégal)
AG/NRM (AG/GRN)	Agriculture/ Natural Resource Management (Agriculture/Gestion des Ressources Naturelles)

BDS	Business Development Services
BFC	Baobab Fruit Company (www.baobabfruitco.com)
BIC	Inventory and Mapping Office (Bureau Inventaire)

	et Cartographie) at the regional level
CAC	Extension and Coordination Unit (Cellule d'Animation et de Concertation)
CCGF	Community Forest Management Committee (Comité Communautaire de Gestion de la Forêt)
CdeC	Multi-sector Coordination Meeting (Cadre de Concertation)
CFA	Communauté Financière de l'Afrique
CIVD	Intervillage Development Committee (Comité InterVillageois de Développement)
CIVGD	Intervillage Management and Development Committee (Comité InterVillageois de Gestion et de Développement)
CIVGF	Intervillage Forest Mgmt Committee (Comité InterVillageois de Gestion de la Forêt)
CL	Local Collectivity (Collectivité Locale)
CL	Local Convention (Local convention)
CLUSA	Cooperative League of United States of America
CMS	Mutual Credit (Credit Mutuel du Sénégal)
CSE	Ecological Monitoring Center (Centre de Suivi Ecologique)
CVGD	Village Management and Development Committee (Comité Villageois of Gestion and of Développement)
CVGF	Village Forest Management Committee (Comité Villageois de Gestion of la Forêt)
DEFCCS	Directorate of Waters, forests, game, and soil conservation (Direction des Eaux et Forêts, Chasse et Conservation of Sols)
EB (RE)	Economic Benefits Section of WN (Retombées Economiques)
FFN	National Forestry Fund (Fonds Forestier National)
GIE	Economic interest group (Groupement d'Intérêt Economique)
GIS /SIG	Geographic Information System (Système d'Information Géographique)
GP	Producer Group (Groupement de producteurs)
GPB	Baobab Producers' Group
GPC	Charcoal Producers' Group (Groupement de Producteurs de Charbon)
GPF	Women's Promotional Group (Groupement de Promotion Féminine)
GPFo	Fonio Producers' Group (Groupement de Producteurs de fonio)

GPL	Mbepp gum Producers' Group (Groupement de Producteurs de gomme mbepp)
GRN	Natural Resource Management (Gestion des Ressources Naturelles)
HACCP	Hazard Analysis Critical Control Points (Analyse/Contrôle of points critiques)
IREF	Regional Forestry Inspection office (Inspection Régionale des Eaux et Forêts)
IRG	International Resources Group
ISRA	Senegal Agricultural Research Institute (Institut Sénégalais de Recherche Agricole)
MEPNBRLA	Ministry of the Environment and Protection of Nature, Dams, and Artificial Lakes (Ministère de l'Environnement et de la Protection de la Nature, des Bassins de Rétention, et des Lacs Artificiels)
MERA (SERA)	Monitoring, Evaluation, Reporting, and Analysis section of WN (Suivi, Evaluation, Restitution et Analyse)
MIS (SIM)	Market Information System (Syst d'Inf sur Marché)
NR (RN)	Natural resources (Ressources Naturelles)
NTA (ANT)	Non-Traditional Agriculture (Agriculture Non Traditionnelle)
NWP	Nature, Wealth, and Power
OCB	Grassroots Community Organization (Organisation Communautaire de Base)
PAF	Forest Management Plan (Plan d'Aménagement de la Forêt)
POAS	Land Use and Zoning Plan (Plan d'Occupation et d'Affectation des Sols)
PTA	Annual Workplan (Plan de Travail Annuel)
RC (CR)	Rural Community (Communauté Rurale)
RR (D&R)	Rights and Responsibilities section of WN (Droits et Responsabilités)
RTS	Radio Télévision du Sénégal
SAGIC	USAID-funded program Support for Accelerated Growth and Increase Competitiveness for Trade
S-E	Monitoring and Evaluation (Suivi-Evaluation)
SO (OS)	Strategic Objective (Objectif Stratégique)
TOR (TDR)	Terms of Reference (Termes de Référence)
USAID	United States Agency for International Development
USFS	United States Forest Service
WN	Wula Nafaa Program (AG/GRN, AG/NRM)

EXECUTIVE SUMMARY

This fifth annual report presents the activities carried out from October 2006 to September 2007; activities oriented toward achieving contract results of the Agriculture and Natural Resources Management Program or Wula Nafaa (WN) in Senegal. Wula Nafaa is funded within the framework of two Strategic Objective (SO) Agreements developed between USAID and the Government of Senegal: SO1 – Sustainable increases in private sector income-generating activities in selected sectors, and SO2 – Improved local delivery of services and sustainable use of resources in targeted areas.

The overall program objective is to contribute to poverty reduction and sustainable local development by increasing the incomes of rural producers and local communities through the empowerment of local authorities and the promotion of integrated, decentralized, participatory resource management.

The Rights and Responsibilities (RR) component introduced several new activities to better assist the Rural Communities (CR) in natural resource management. Pilot activities in governance took place in Koulor, Missirah, and Sakar CR. Forest management plans (PAF) for community forests were completed for Sita Niaoulé (Tamba) and Saré Bidji (Kolda), and their implementation has begun along with that of the PAF for Koulor (Bakel). Important progress was made in the comanagement of classified forests, as the local code for the Forest of Balmadou was written. On a broader scale, the drafting and implementation of local conventions fulfilled the expectations of local CR populations who were happy to participate in the process. Other documents for land use planning, in the form of POAS, were produced with the participation of the CR of Koussanar, Sakar, and Mangagoulack. Guides for future production and implementation of local conventions and PAFs, as well as a study on forest inventory within WN, were produced with the assistance of the United States Forest Service. In the field, increased NR productivity was addressed by starting fenced protected areas and plantations of species targeted in the market chains of WN, notably mbepp gum and baobab. And finally, the regional inventory and mapping offices in the Tambacounda, Kolda, and Ziguinchor Forestry Inspections were equipped with the needed files and training to more efficiently produce maps within their own zones.

The Economic Benefits and Enterprise Development (EB) component focused on the continuity and sustainability of its activities. It reinforced product networks and initiated credit availability to secure producers' revenues and to assure further development of the program's target market chains.

The Policy component was deeply involved in a national workshop on forest taxation and revenues in which new legal language was proposed and discussed. A committee assigned by the Service Forestier is to follow up on the texts. The component's other main focus was on forest guards and harmonizing approaches in the implementation of local conventions and management plans.

1 INTRODUCTION

In January 2003, USAID/Senegal awarded a contract to International Resources Group (IRG) for the provision of long and short-term technical assistance and other services aimed at achieving the objectives and results of the AG/NRM Program. The program, more colloquially known as Wula Nafaa (WN), functions under the trusteeship of the Ministry of the Environment and Protection of Nature, Retention Basins, and Artificial Lakes (MEPNBRLA).

This is WN's fifth annual report; it covers activities conducted from October 2006 through September 2007. Summaries of progress and results achieved during the year will be presented. Details on principal activities and accomplishments will be presented for each of the main program components: Economic Benefits and Enterprise Development (RE); Rights and Responsibilities (D&R); Policy; and Crosscutting Activities found in the chapter on Training, Small Grants, and Monitoring-Evaluation-Reporting-Analysis (SERA).

The report also contains a résumé of specific supporting activities such as the mobilization of field facilitators, communications, coordination with other projects, and project management.

A success story identified by the team is also presented.

1.1 Program objectives and strategy

WN is funded under two Strategic Objective (SO) Agreements between USAID and the Government of Senegal:

SO1 – Sustainable increases in private sector income-generating activities in selected sectors

SO2 – Improved local delivery of services and sustainable use of resources in targeted areas.

The program was conceived to draw maximum benefit from potential synergies between the two strategic objectives and improved NRM, notably from interactions between “Nature, Wealth, and Power” (NWP). In treating together the needs and opportunities tightly bound to management, economic benefits, and strengthening of local rights related to natural resources, the program seeks to correct weak points inherent in previous sector-based approaches to agricultural development and NRM. It also seeks to achieve sustainable impacts in reducing poverty and in economic development, based on improved NRM and local governance¹.

¹ See the complete report on *Nature Wealth and Power: Emerging Best Practices for revitalizing rural Africa*, September 2002

The “NWP approach” simultaneously supports activities that:

- Lead to increasing productivity of the resources base and to biodiversity conservation (the improved management of Nature);
- Bring significant economic growth, beneficial to local communities and to national accounts (increased Wealth as an incentive to sound resource management);
- Contribute to making rural community members into citizens rather than project-dependent subjects, thus leading to a more democratic, more decentralized, and more vibrant society (strengthening of Power and of good governance so as to ensure transparent decision-making and fair and equitable distribution of benefits).

The program’s overall objective is to contribute to poverty reduction and to sustainable local development, by increasing the income of rural producers and of local communities through the empowerment of local authorities and the promotion of integrated, decentralized, participatory resource management.²

Wula Nafaa (WN) has two major components. They are concerned with:

- 1) The development of small and medium-sized enterprises based on increasing and quality production of non-traditional agricultural and natural resources, and on the creation of economic benefits for rural communities (Economic Benefits and Enterprise Development Component)
- 2) The empowerment of local producer groups and rural communities, the clarification of their rights and responsibilities, and the strengthening of their role in decentralized natural resource management (Rights and Responsibilities Component)

WN uses a private sector/enterprise development approach as well as increased support for improved local governance and the implementation of decentralization policies. This approach is developed in tandem with intensifying and diversifying rural production systems and improvement of NRM by placing a special emphasis on community-based management of forest and wildlife resources. The program applies a market-based approach. It provides support for the development of business partnerships that increase the number and scale of operations of small and medium sized enterprises working with non-traditional agriculture (NTA) and natural resource (NR) products. Increases in household incomes and the distribution of economic benefits at the local level are monitored and reported as results.

Economic incentives are reinforced by support for improved local governance and the transfer of rights and responsibilities to Rural Communities and to local producer groups, thus permitting Local

². This overall objective was formulated by the National Coordinator for the AG/NRM program and presented during the launching workshop in May 2003.

Communities to gain greater control over land use and NR that are the bedrock of their rural production systems.

WN is providing information, training, and support for other capacity-building activities. The objective is to facilitate a progressive move away from giving outsiders easy access to, and relatively uncontrolled and non-sustainable utilization of, natural resources in rural areas; to move toward an ideal where the resources are locally controlled, with planned and sustainable use, by means of various tools and legal agreements that ensure local rights and promote the adoption of improved NRM practices.

WN is fully aware of the need to address policy reforms and to support policy implementation on the ground and in the field. The AG/NRM program is organized to stimulate sustainable economic development at both the local and regional levels, based on the economic interest of rural producers; local empowerment; improved organization and business skills of rural enterprises; reduction of legal and regulatory barriers; and the establishment of positive enabling conditions. Enabling conditions include policies that promote the inter-related objectives of decentralized NRM, income diversification, sustainable intensification of rural production, enterprise growth, and larger-scale marketing of a wide variety of NTA and NR products coming from targeted regions. These aspects are addressed through the Policy component.

The program is taking full advantage of lessons learned from over a decade of assistance to the agriculture and NRM sectors. WN represents a new and innovative approach to development assistance that is not project-oriented or single sector-based. To edify that it is producing its intended results, the program is devoting a substantial effort to monitoring and analysis of impacts, and reporting results and “success stories”, through the Monitoring, Evaluation, Reporting, and Analysis (MERA) support component.

The WN team works with a multitude of partners from both the public and private sectors, aiming to promote synergy and close collaboration. WN is supported by ***community-based facilitators*** who promote enterprise development and capacity-building as well as empowerment of local communities.

WN has undertaken a number of cross-cutting activities that are not considered as completely separate components. These include **Training and Communication**, a **Small Grants Program** (since January 2004), and the **Coordination and Management** aspects of the program. These are discussed in the concluding portion of this report.

2 ECONOMIC BENEFITS COMPONENT

2.1 Targeted results and planned activities

2.1.1 General considerations

The main goal of the Economic Benefits and Enterprise Development (EB) component is to help generate greater revenues for small enterprises and rural producer groups. This is done by increasing yields and improving marketing of non-traditional agricultural and natural resource based products.

The success of the component will be measured by quantifying the increase in profits of existing and new enterprises, production levels, and improvements in natural resource management practices.

During the life of the program, the EB team will strive to reduce constraints on opportunities for profit by reinforcing the market chains of targeted products which include annual crops, wood, charcoal, and various non-wood forest products in Eastern Senegal and Casamance.

The objective of the component is to ensure that the producers and targeted enterprise group members will be well organized, will benefit from training on demand and capacity-building, and will be equipped to take on a larger role in the management of agricultural and natural resources which they use and on which they depend for life and well-being. In the process, the program will identify and support the most dynamic and enterprising of the rural producer groups as well as private sector players in the product market chains selected for WN zones. This will permit the producer groups to evolve into long-lasting and well-managed community enterprises.

2.1.2 Results targeted

Activities for the Economic Benefits Component of WN are set to produce nine **Contractual Results**, whose indicators correspond to the following:

- 1) Number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)
- 2) Number of new or existing non-traditional agriculture (NTA) based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program (50% of group enterprises assisted)
- 3) Number of new or existing enterprises based on NR or NTA that can show a measurable increase in revenues in WN zones, AND that have done at least one of the following: applied training in business plans and marketing strategies; adopted improved production, harvest, and value-adding techniques; or negotiated with external partners
- 4) Number of enterprise groups receiving initial training given by WN facilitators
- 5) Cumulative number of groups assisted by WN in various capacities

- 6) Number of market surveys and studies to identify potentially marketable NTA or NR products
- 7) Number of grading schemes and value-added processes developed to increase revenue and profitability of producers
- 8) Level of revenues per enterprise group assisted
- 9) Volume/ number of products marketed per enterprise group assisted

2.1.3 Activities planned for 2006-2007

Increase revenues of natural resource-based enterprises

- Assure the sustainable functioning of producer groups and networks for targeted market chains (mbepp gum, baobab, madd, and charcoal); improve their management, quality control, and sustainable production;
- Continue to facilitate the commercialization of secondary market products (jujube [*Ziziphus mauritiana*] and nététoú [*Parkia biglobosa*]).

Increase revenues of enterprises based on non-traditional agriculture

- Assure the sustainable functioning of producer groups and market chain networks already developed (fonio, honey/bee wax, palm oil, and cashew) by improving management, quality control, and sustainability of production.

Increase revenues of “dynamic” or existing enterprises

- Assure the sustainable functioning of enterprises and processing federations by improving their management, quality control, and ability to deliver services;
- Facilitate access to credit for supply, transport, and packaging of products;
- Build capacity in the producer networks for quality control and the establishment of processing/sorting centers.

Capacity building

- Techniques for drying mbepp gum; processing /adding value to fonio, jujube powder, and straw/thatch; grading of madd and baobab;
- Techniques for marketing/management;
- Introduction to micro-financing; credit management, especially at the network level;
- Techniques for fonio production, improved madd collection, and improved *Sterculia* gum tapping (technique learned from India).

Market studies

- Charcoal, madd fruit, sawn wood, business services in the Cashew market chain.

Contract signing

- New contracts to be signed with BFC, Setexpharm, fonio processors, and other buyers;
- First contracts to be signed with enterprises based on beeswax and cashews.

2.2 Progress achieved

Result 1: Increase in the number of new or existing NR-based enterprises that show measurably higher revenues in areas targeted by the AG/NRM program

This result will be presented in detail product by product, with a summary table at the end.

Baobab

128 baobab producer enterprises in Ziguinchor, Tambacounda, and Kolda increased their revenues from 6 743 450 F CFA to 13 626 040 F CFA, an increase of 6 882 590 F CFA (**102%**). This increase was made possible by:

1. Improved negotiation skills in the zones of Kédougou, Kolda, and Tamba, leading to a price increase of 17 % for shelled baobab compared to market prices last year;
2. Processing of baobab fruit into powder in Tambacounda, Kédougou, and Kolda, which translated into an increase of 35% in the price per kg compared to shelled fruit sold in the local market.

Mbepp gum

39 mbepp gum producer enterprises in Kolda and Tambacounda increased their revenues from 6,042,705 F CFA to 10 813 000 F CFA, an increase of 4 770 295 F CFA (**79%**). This increase was made possible by:

1. Formalizing the relationship between the mbepp gum producers in the zones of Koussanar and Bala and a national export enterprise, Setexpharm, which resulted in a price increase of 8% to producers;
2. Promotion of gum production in new areas of Kolda;
3. Linking the price to the quality;
4. Processing and marketing of mbepp gum powder in Kolda.

Straw/thatch

7 straw/thatch enterprises in Saraya and Bandafassi increased their revenues from 3 134 400 F CFA to 5 800 000 F CFA; that is an increase of 2 665 600 CFA (**85%**). This increase was made possible by:

1. The mastery of storage and sorting techniques which added value, resulting in a price increase of around 33% to producers;
2. An increase in volumes sold thanks to a reduction in bush fires and an increase in productivity.

Madd

166 madd enterprises in Kédougou, Kolda, and Ziguinchor increased their revenues from

15 992 150 F CFA to 30 820 775 F CFA; that is an increase of 14 828 625 F CFA (**93%**). This increase was made possible by:

1. Improved negotiating skill and the mastery of quality control techniques in the zones of Kédougou and Kolda brought about a 20% increase in price for madd, compared to the market price last year;
2. Access to credit in Kédougou facilitated fruit collection and economies of scale.

Charcoal

150 individual charcoal producers in Tambacounda and Kolda increased their revenues from 925 200 F CFA to 11 372 330 F CFA; that is an increase of 10 447 130 F CFA (**1129%**). This increase was made possible by:

1. Initiation of new enterprises to charcoal production in the regions of Tambacounda and Kolda;
2. The facilitation of direct sales to Dakar, which allowed an increase of 185% in revenues per sack over the price that would have been received selling on site.

Charcoal

In the managed forests (Missirah, Koulor, Sare Bidji), 178 producers representing 14 producer groups have sold their charcoal in Dakar, increasing their revenues on the order of 185%. By facilitating their access to credit (6 500 000 F CFA) to rent 13 trucks for transport, Wula Nafaa enabled each producer to earn an average of 75 800 F CFA. Among the producers, 133 are new and have never made charcoal. Among the 55 existing producers, 27 increased their revenues by 20% compared to last year. After their initial experience, producers in Missirah and Saré Bidji sold their charcoal directly in Dakar without the support of Wula Nafaa; thus the sustainability of their production and marketing was assured.

The lucrative revenues earned from selling charcoal is drawing producers away from their usual agricultural activities that produce less cash for the household.

Nété (*Parkia biglobosa*)

144 nété producer enterprises in Ziguinchor increased their revenues from 1 477 500 F CFA to 4,272,375 F CFA; that is an increase of 2 794 875 F CFA (**189%**). This increase was made possible by the organization of marketing cooperatives and training in Ziguinchor in negotiation skills, leading to a price increase of 30%.

Total NR

634 emerging NR enterprises in mbepp gum, baobab, thatch/straw, nété, and charcoal increased their revenues from 34 315 405 FCFA to 76 704 520 F CFA; that is an increase of 43 389 115 F CFA (**124%**).

Indicator for Result 1:		Number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program	
Target for 2006-2007:		400	
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Facilitate the elaboration of contracts between producers, processors and retailers	<ul style="list-style-type: none"> ▪ 17 contracts signed between mbepp producer groups of Koussanar and Bala and Setexpharm 	634	
Development of producer networks to increase bargaining leverage	<ul style="list-style-type: none"> ▪ 1 baobab producer group created in Tamba ▪ 15 charcoal producer networks created in Tamba and Kolda ▪ 11 madd producer groups created in Ziguinchor, Kolda, and Kédougou ▪ 3 nété producer groups created in Ziguinchor ▪ 3 straw/thatch producer groups created in Kédougou ▪ 12 baobab enterprises trained in organizational dynamics in Kolda and Tamba ▪ 7 charcoal producer groups trained in organizational dynamics in Tamba ▪ 20 mbepp gum producer groups trained in organizational dynamics in Kolda and Tamba ▪ 21 madd producer groups trained in organizational dynamics in Kolda and Kédougou 		
Training in value-added/processing technologies.	<ul style="list-style-type: none"> ▪ 1 baobab enterprise trained in techniques for processing baobab powder in Tamba ▪ 6 madd fruit enterprises trained in madd fruit packaging techniques in Kédougou ▪ 6 nété enterprises trained in techniques for processing nététo in Ziguinchor ▪ 6 straw/thatch enterprises trained in grading and storing techniques for straw/thatch in Kédougou 		
Training in literacy/ numeracy and development of enterprise skills	<ul style="list-style-type: none"> ▪ 2 baobab enterprises trained in management in Kolda ▪ 12 charcoal enterprises trained in management in Kolda and Tamba ▪ 5 mbepp gum enterprises trained in management in Kolda ▪ 19 madd fruit enterprises trained in management in Kédougou and Kolda 		
Facilitation of communication among sub sector actors and stimulation of BDS provision	<ul style="list-style-type: none"> ▪ Facilitation of an evaluation and planning meeting between bananas for baobab and the producers ▪ Facilitation, evaluation, planning, and contract-writing meeting between Setexpharm and producers ▪ Multi-sectorial meeting concerning madd in Kédougou in preparation for the marketing season ▪ Establishment of a SIM for the mbepp network in four pilot villages with Manobi 		
Market research and promotion of new sub-sectors	<ul style="list-style-type: none"> ▪ 3 study tours to Dakar for charcoal enterprises in Missirah, Koulor, and Saré Bidji to reinforce contacts and to better appreciate the costs of traveling there ▪ Study on the parameters of the demand for quality in madd fruit in Dakar ▪ Study on the transport of charcoal by train 		
Promotion of better, more sustainable production techniques	<ul style="list-style-type: none"> ▪ 5 mbepp gum enterprises trained in the more sustainable Indian tapping technique in Tamba ▪ Subsidy provided for making new Indian-style tools for mbepp gum tapping ▪ Training in cutting and charcoal-making techniques in Sare Bidji and Koulor 		

Indicator for Result 1:	Number of new or existing NR-based enterprises that show increased, measurable revenues in areas targeted by the AG/NRM program		
Target for 2006-2007:	400		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Credit	<ul style="list-style-type: none"> ▪ 7 loans amounting to 6 500 000 F CFA granted by CMS facilitated for charcoal producer groups ▪ 2 loans amounting to 1 600 000 F CFA granted by CMS facilitated for madd producer groups ▪ Rolling credits of 10 090 000 F CFA granted to the producers of Sare Bidji, Koulor, and Missirah for charcoal transport ▪ 34 charcoal, mbepp gum, and baobab enterprises initiated in setting up credit files for CMS 		
Cumulative total:		634	

Result 2: Increase in the number of emerging or existing non-traditional agriculture (NTA) based enterprises that show measurably higher revenues in areas targeted by the AG/NRM program

Fonio

36 fonio producer enterprises in Kédougou and Sédhiou increased their revenues from 3 479 410 FCFA to 7 415 145 FCFA; that is an increase of 3 935 735 FCFA (**113%**). This increase was made possible by:

1. Increase in the level of production of pre-cooked fonio to satisfy demand from new outlets, and a greater value added, resulting in the producers getting a price that is 35% higher compared to the price of raw fonio sold in the local market;
2. Access to credit in Kédougou which facilitated the supply and economies of scale, and which favored an increase in the volume of marketed fonio by 55%;
3. Negotiation of contracts between producers and processors for shelled fonio resulted in producers obtaining a price that was 42% higher.

Honey

19 honey/beeswax enterprises in Kolda increased their revenues from 2 436 350 F CFA to 5 223 000 F CFA; that is an increase of 2 786 650 F CFA (**114 %**). This increase was made possible by:

1. Improved negotiation skills and organization in the marketing cooperatives of Salémata and Kolda;
2. Re-activation of certain producers that had abandoned the activity;
3. Increase in the volume sold.

Palm oil

8 enterprises based on palm oil in Sédhiou increased their revenues from 15 782 020 F CFA to 23 265 900 F CFA; that is an increase of 7 483 880 F CFA (**47%**). This increase was made possible by:

1. Facilitating the training of producer groups, reinforcement of negotiation skills, and an increase in the price of around 13% over the 2005-2006 season;
2. The organization of multi-party discussions between producers and climbers led to a reduction of around 43% in production costs;
3. A sizeable increase in marketed volumes.

Cashew

214 cashew producer groups in Sédhiou and Ziguinchor increased their revenues from 11 994 734 F CFA to 26 312 169 F CFA; that is an increase of 14 317 435 (**119%**). This increase was made possible by:

1. Facilitating the training of producer groups and reinforcement of negotiation skills;
2. To mitigate a 14% price reduction, producers were informed of the requirement to pay special attention to quality control over raw nuts. Contrary to the previous year wherein certain producers did not sell much product, this year everything that was produced was sold.
3. Sorting raw nuts for local processors led to an added value increase of 17%.

Partnerships in the Cashew Market Chain

Between October 2006 and March 2007, WN collaborated with *Enterprise Works (EW)* through several consultancies that assisted local cashew processing units in capacity building of association members; stimulation of business services such as supplying nuts and machinery repairs; and writing business plans.

Following the departure of EW in March 2007, WN took over by facilitating

- the grading of 21 tonnes of raw nuts for the benefit of the processing units
- the access to 2, 285,000 F CFA in credit for three of the units and 8,000,000 F CFA for ElyBee
- associating 12 units with ElyBee through the signing of a supply contract for high-quality nuts, to consolidate the buying process.

The processing association, composed of 17 units, increased its revenues from 18 million F CFA last year to nearly 31 million F CFA this year.

Collaboration with SAGIC assured quality control of producer group cashews destined for export. WN worked with 9 villages in Tandouk arrondissement.

Alassane Sambou, a raw nut buyer, says: "For the 2007 season, everyone has pronounced their total satisfaction, especially in Tandouk arrondissement, thanks to the producers being organized and to a well-handled product."

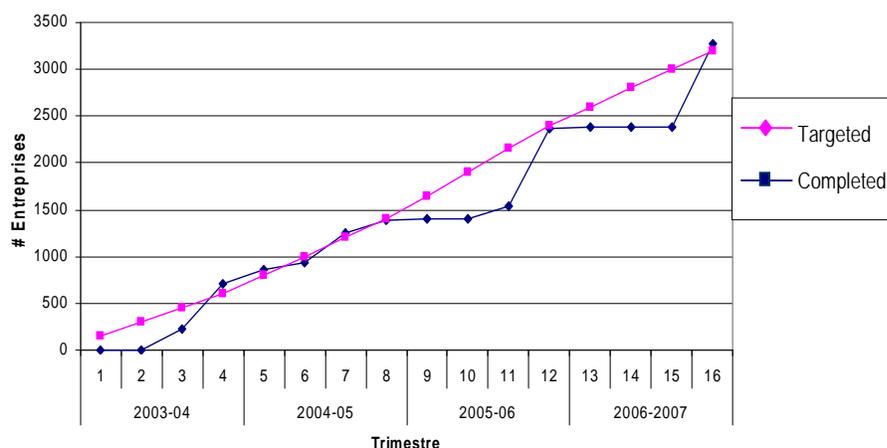
Totals for NTA products

277 emerging honey, fonio, cashew, and palm oil enterprises increased their revenues from 33 692 514 F CFA to 62 216 214 F CFA; that is an increase of 28 523 700 F CFA (**85%**).

Indicator for Result 2 :		Number of emerging or existing NTA-based enterprises that show measurably higher revenues in areas targeted by the AG/NRM program			
Target for 2005-2006:		400			
Principal Activities	Progress achieved	# targets reached	# ongoing targets		
Facilitate drawing up contracts between producers, processors, and retailers	<ul style="list-style-type: none"> ▪ 11 contracts signed between fonio producers group and processors in Kédougou ▪ 12 contracts signed between small cashew processing units and GIE ElyBee 	277			
Development of producer networks to increase efficiency of negotiations	<ul style="list-style-type: none"> ▪ 2 cashew producer groups established in Kolda ▪ 9 cashew producer groups trained in organizational dynamics in Kolda ▪ 29 fonio producer groups trained in organizational dynamics in Kolda and Kédougou 				
Training in value-adding and processing techniques	<ul style="list-style-type: none"> ▪ 4 cashew enterprises trained in quality control techniques ▪ 11 fonio enterprises trained in processing techniques in Kédougou 				
Training in literacy/numeracy and development of business skills	<ul style="list-style-type: none"> ▪ 6 cashew enterprises trained in management in Kolda ▪ 15 fonio enterprises trained in management in Kédougou ▪ 2 palm oil enterprises trained in management geared toward reducing costs, in Kolda 				
Facilitation of communication between market chain actors and stimulation of BDS provision	<ul style="list-style-type: none"> ▪ Multi-party discussions to plan the fonio production season in Kédougou ▪ Multi-party discussions between producers and bana-banas in Sakar and Tanaf, for planning sales 				
Facilitation of access to credit	<ul style="list-style-type: none"> ▪ 3 loans totaling 2 062 000 F CFA granted by CMS facilitated for charcoal producer groups ▪ 25 honey, fonio, and cashew enterprises initiated in the preparation of credit requests from CMS 				
Market research and promotion of new products	<ul style="list-style-type: none"> ▪ Market study on palm oil 				
Promotion of improved/ more sustainable production techniques	<ul style="list-style-type: none"> ▪ 28 fonio enterprises trained in production techniques through demonstration fields and producer leaders in Kolda and Kédougou ▪ Subsidy provided for promotion of the Ténéra variety of palm oil in the region of Ziguinchor 				
Collaborative Work	<ul style="list-style-type: none"> ▪ Signing a protocol with VECO to support Sédhiou fonio producers ▪ Facilitation of the sale of nuts to ACASEN in collaboration with <i>Enterprise Works</i> ▪ Support to the association of cashew processing units in the drafting of a strategic plan with a budget, in collaboration with <i>Enterprise Works</i> ▪ Facilitation of the preparation of 16 business plans in collaboration with <i>Enterprise Works</i> ▪ Facilitation of quality control on raw nuts, in collaboration with SAGIC ▪ Facilitation of two workshops with SAGIC on how to start up quality control systems ▪ With <i>Enterprise Works</i>, four reports were produced: <ul style="list-style-type: none"> ▪ Market study of services provided to cashew producers; ▪ Diagnostics of cashew nut processing units supported under the synergy between EW & WN; ▪ Diagnostics of the association of cashew processors; ▪ Business plan drafted for the 16 processing units 				
Cumulative total:				277	

Totals for Emerging Enterprises

This year, a total of 911 emerging enterprises marketing mbepp gum, baobab, fonio, jujube, cashew, palm oil, honey, madd, charcoal and mixed enterprises increased their revenues from 68 007 919 F CFA to 138 920 734 F CFA; that is an increase of 70 912 815 F CFA (**104%**). The program reached its contractual goal.



Number of emerging or existing non-traditional agriculture (NTA) based enterprises that show measurably higher revenues (Result 2 - Economic Benefits)

Result 3: Increase in the number of new or existing (emerging) enterprises based on NR or NTA products that demonstrate measurably higher revenues in WN intervention zones, AND that have applied training to do any of the following: develop business plans and marketing strategies; implement improved production, harvest, or value adding techniques; negotiate with external partners.

Palm oil

1 dynamic enterprise based on palm oil in Sédhiou increased its revenues from 370 000 F CFA to 547 500 F CFA; that is an increase of 177 500 F CFA (**48%**). This increase was made possible by:

1. Facilitation of the development of producer groups, the strengthening of negotiating skills, and a 13% increase in the price of oil for the 2005-2006 season;
2. Organization of multi-party discussions between producers and climbers helped reduce production costs by around 23%;
3. A notable increase in marketed volumes.

Cashew

7 cashew producer groups in Kolda and Ziguinchor increased their revenues from

17 272 106 F CFA to 27 667 700 F CFA, for an increase of 10 395 595 F CFA (**60%**). This increase was made possible by:

1. Improvements to the production at processing units, together with *Enterprise Works*;
2. Strengthening of the processing units' association so they could better negotiate prices, together with *Enterprise Works*;
3. Elaboration of business plans for 16 processing units, making production and cost management more efficient;
4. Access to credit for four processing units;
5. The facilitation of supplying high-quality nuts.

Credit

In the past, enterprises centered on forest products were unable to obtain credit because decentralized government structures were uninformed of the lucrative market for these products. But with the establishment of a secure fund at Credit Management Services, 25 enterprises were able to borrow a total of 24 997 000 F CFA to finance their activities including truck transport and buying raw materials. 88% of the enterprises respected payment due dates.

Credit has therefore increased the autonomy of the dynamic enterprises as much on the production side as on the supply and marketing side. This has contributed to increased revenues for beneficiaries, who hope to supply Dakar and other markets regularly.

Baobab

18 dynamic enterprises producing baobab in Kédougou, Tambacounda and Kolda increased their revenues of 13 013 225 F CFA to 24 814 475 F CFA; that is an increase of 11 801 250 F CFA (**91%**).

This increase was made possible by:

1. Improved negotiating skills in the areas of Kédougou, Kolda, and Tamba, which led to a 17% price increase for shelled baobab compared to last year;
2. Startup of commercialization of value-added products not sold up to now (*e.g.*, baobab fibers are sold at 200 F CFA per kg to *Baobab Fruit Company* and seeds are bought at 35 CFA per kg to *Baobab de Saveur*);
3. Processing of fruit into powder in Tambacounda, Kédougou, and Kolda, leading to an approximate 35% price increase compared to the price of shelled fruit sold in the local market.

Madd

A madd-based dynamic enterprise in Kédougou increased its revenues from 1 026 000 F CFA to 1 260 000 FCFA; that is an increase of 234 000 FCFA (**23%**). This increase was made possible thanks to improved negotiating skills and a better mastery of quality control techniques in the zone of Kédougou, leading to a price increase of 17% for madd compared to prices of last year.

Mbepp gum

18 dynamic mbepp gum producer enterprises in Koussanar and Bala increased their revenues from 60 109 050 FCFA to 96 676 410 F CFA; that is an increase of 36 567 360 FCFA (**61%**). This increase was made possible by:

1. Formalizing relationships between the gum producers in Koussanar and Bala zones and a national export enterprise, Setexpharm, which led to producers getting a price increase of around 8%;
2. Promoting the production of gum in new parts of Kolda;
3. Correlating prices with the quality of the product.

Manobi

Wula Nafaa worked together with Manobi to put a platform of services in place for four networks of mbepp gum producers. This platform includes (1) a market information system, (2) a monitoring system for gum-producing group activities, (3) a system to help market gum by putting producers together with agri-business establishments, and (4) a collaborative workspace that integrates a website for product networks with external internet. These services are accessible by using mobile telephones and internet. The website (<http://www.manobi.sn/op/mbep/>) was designed to provide these services and is currently functional. A secured space allows producers to send information through personal data accessories (PDA), informing potential buyers of mbepp gum availability as they combine their information and present it on a map depicted on a geographic information system.

The system began in September 2007 and will be fully operational after Sonatel installs the GPRS network in the region. In the meantime, information exchanges are achieved with portable telephone networks.



Teaching a producer network member use of the PDA

Fonio

7 dynamic fonio producer and processing enterprises in Kédougou increased their revenues from 2,576,020 F CFA to 4 126 375 F CFA; that is an increase of 1 550 355 F CFA (**60%**). This increase was made possible by:

1. Increase in the volume of precooked fonio produced to satisfy demand in new markets, and a higher value added, leading to a price increase of around 35% to producers compared to raw fonio sold on the local market;

2. Access to credit in Kédougou that facilitated supplying the market, made economies of scale possible, and increased the volume of fonio marketed by 55%;
3. Negotiation of contracts between producers and processors for shelled fonio, which led to a price for producers that was around 42% higher;
4. An increase in the price of precooked fonio, following an increase of the price of shelled fonio, allowed processors to increase their prices by 17.6%;
5. The quality of fonio delivered to dynamic enterprises in Dakar was good enough to compete strongly with the fonio from Mali.

Combination enterprises

Eight dynamic madd/baobab/diverse fruits processing enterprises in Dakar increased their revenues from 40 656 353 FCFA to 70 178 490 FCFA; that is an increase of 29 522 137 FCFA (**73%**). This increase was made possible by:

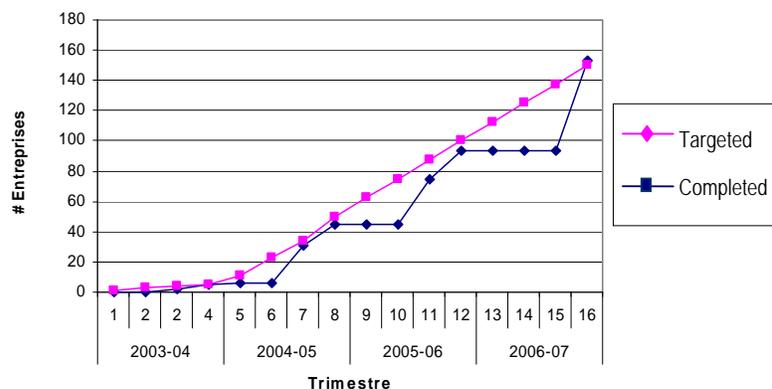
1. Drawing up business plans for 9 processing enterprises based in Dakar, allowing more efficient production and cost management;
2. Facilitation of regular supplies of baobab, madd and fonio;
3. Putting a HAACP system in place for a lead company in Dakar.

Total for the dynamic enterprises

60 dynamic mbepp gum, baobab, fonio, madd, cashew, palm oil and combination enterprises increased their revenues from 135 022 754 F CFA to 225 270 950 F CFA , an increase of 90 248 197 F CFA (**67%**). The program has reached its 5-year contractual target of 150.

Indicator for Result 3:	Number of new or existing NR or NTA based enterprises in areas targeted by the AG/NRM program that show increased, measurable revenues AND have applied training to develop business plans and marketing strategies, adopted improved production, harvesting and/or value-added processing techniques, and negotiated joint ventures with external partners.		
Target for 2006-2007:	50 enterprises		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Capacity building for dynamic, Dakar-based enterprises	<ul style="list-style-type: none"> ▪ Drafted business plans for 9 processing enterprises in Dakar ▪ Identified service providers that can assist the 9 dynamic enterprises in writing their business plans 	60	
Development of producer networks to increase bargaining leverage	<ul style="list-style-type: none"> ▪ Strengthening and formalization of 33 producer networks for mbepp gum, baobab, fonio, cashew, and madd ▪ 1 producer network for cashew trained in organizational dynamics in Kolda ▪ 20 baobab producer groups trained in organizational dynamics in Tambacounda and Kolda ▪ 34 mbepp gum producer groups trained in organizational dynamics in Tambacounda ▪ Establishment of 2 mbepp gum networks in Tamba 		

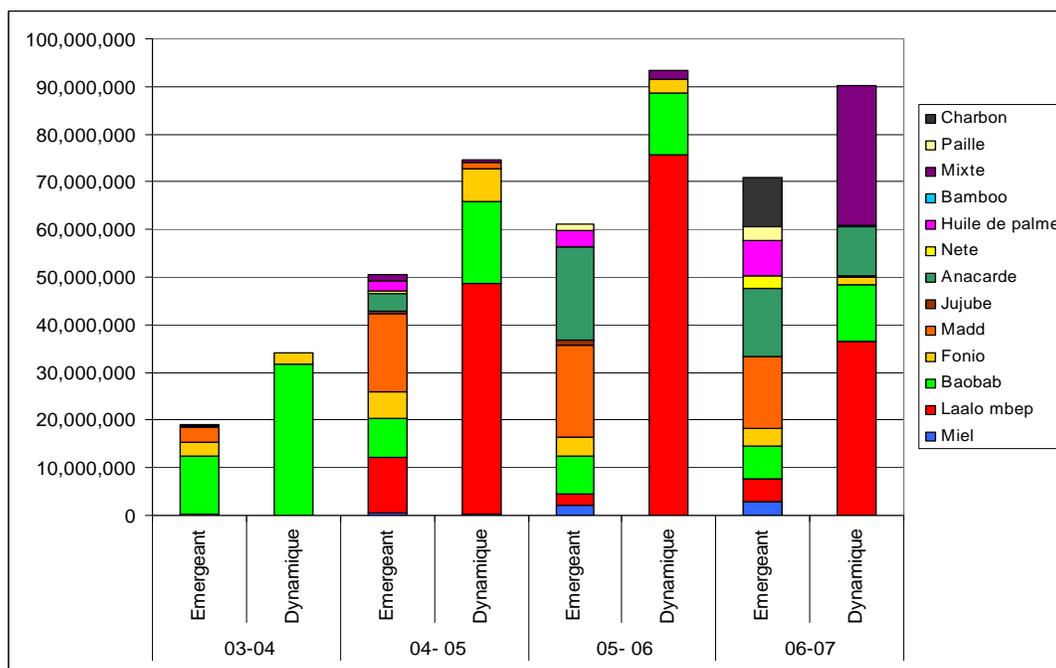
Indicator for Result 3:	Number of new or existing NR or NTA based enterprises in areas targeted by the AG/NRM program that show increased, measurable revenues AND have applied training to develop business plans and marketing strategies, adopted improved production, harvesting and/or value-added processing techniques, and negotiated joint ventures with external partners.		
Target for 2006-2007:	50 enterprises		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Training in literacy/ numeracy and business skill development	<ul style="list-style-type: none"> ▪ 14 dynamic baobab enterprises trained in management in Tamba and Kédougou ▪ 1 dynamic fonio enterprise trained in management in Kédougou ▪ 18 dynamic mbepp gum enterprises trained in management in Tamba ▪ 1 dynamic madd enterprise trained in management in Kédougou ▪ Subsidy provided for the Establishment of an accounting system and hiring one accountant for 3 months for a cashew processing unit 		
Facilitation of product supply	<ul style="list-style-type: none"> ▪ Facilitation of 3 exchange visits between charcoal producers and buyers in Dakar with the objective of improving charcoal supplies 		
Promotion of more sustainable production techniques	<ul style="list-style-type: none"> ▪ 1 cashew processing unit trained in processing technique ▪ 3 dynamic baobab enterprises in Tamba, Kolda, and Kédougou trained in baobab powder processing techniques and in HACCP ▪ 17 dynamic mbepp gum enterprises in Tambacounda trained in processing techniques ▪ 5 dynamic fonio enterprises in Kédougou trained in pre-cooked fonio processing techniques and in HACCP ▪ Subsidy provided to a baobab powder processing enterprise in Tamba ▪ Subsidy provided to a baobab powder processing enterprise in Kolda ▪ Training in HACCP for 13 enterprises in fonio, baobab, cashew, and jujube 		
Promotion of improved/ more sustainable production techniques	<ul style="list-style-type: none"> ▪ 14 mbepp gum dynamic enterprises trained in a more sustainable tapping technique from India ▪ 1 dynamic fonio enterprise trained in production techniques in Kédougou 		
Facilitation of communication between actors in the market chains	<ul style="list-style-type: none"> ▪ Facilitation of a meeting on the quality of fonio between producers and processors 		
Credit	<ul style="list-style-type: none"> ▪ 3 loans totaling 2 285 000 F CFA granted by CMS were facilitated for dynamic cashew processing units ▪ 3 loans totaling 5 500 000 F CFA granted by CMS were facilitated for dynamic mbepp gum producer groups ▪ 4 loans totaling 2 800 000 F CFA granted by CMS were facilitated for dynamic baobab powder processing units ▪ 1 loan totaling 800 000 F CFA granted by CMS were facilitated for one madd producers group ▪ 2 loans totaling 3 450 000 F CFA granted by CMS were facilitated for dynamic fonio processing units ▪ Reimbursable credits in the amount of 2 000 000 F CFA were granted to the association of cashew processors in Ziguinchor ▪ Support for the drafting of a credit application for 8 000 000 F CFA for the GIE Ely Bee with the CNCAS 		
Market research and promotion of new sub-sectors	<ul style="list-style-type: none"> ▪ Study trip to two fonio processing enterprises in Italy ▪ Market study on the potential for furnishing services to cashew processors monitored under Enterprise Works in the regions of Ziguinchor and Kolda (with EW) 		
Cumulative total:		60	



NTA- or NR- based (emerging) enterprises that had a measurable increase in revenues AND applied training received from WN (Result 3 - Economic Benefits)

Total increase in revenues of both emerging and dynamic enterprises

In total, 971 dynamic and emerging enterprises whose products are baobab, fonio, straw, cashew, palm oil, honey, madd, charcoal, or combinations of these, increased their revenues from 203 030 673 F CFA to 364 191 684 F CFA; that is an increase of 161 161 012 F CFA (79%). The enterprises are composed of 2289 women and 2825 men.

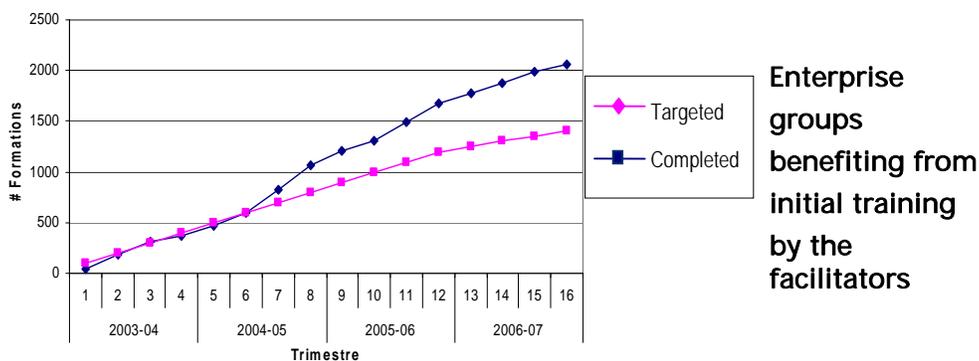


Increase in revenues by product and by type of enterprise

Result 4: Increase in the number of enterprise groups benefiting from initial training by WN facilitators

In total, 3795 enterprises were trained, of which 39 in the producer group-organization meetings, 153 in group organizational dynamics, 60 in processing techniques, 95 in management and literacy, and 48 in production and harvest techniques. In total, 4489 persons were trained, of which 1069 were women, and 3420 were men. This year the program exceeded its contractual target.

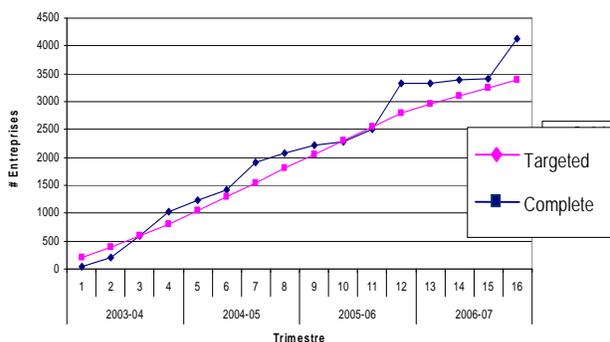
Indicator for Result 4:	Number of enterprise groups benefiting from initial training by the facilitators		
Target for 2006-2007:	200		
Principal Activities	Progress achieved	# targets reached	#ongoing targets
Development of producer networks to increase bargaining leverage	<ul style="list-style-type: none"> ▪ 2 cashew producer groups created in Kolda ▪ 1 baobab producer groups created in Tamba ▪ 15 charcoal networks created in Tamba and Kolda ▪ 11 madd producer groups created in Ziguinchor, Kolda, and Kédougou ▪ 3 néré producer groups created in Ziguinchor ▪ 5 straw/thatch producer groups created in Kédougou ▪ 9 cashew producer groups trained in organizational dynamics in Kolda ▪ 29 fonio producer groups trained in organizational dynamics in Kolda and Kédougou ▪ 12baobab producer groups trained in organizational dynamics in Kolda and Tamba ▪ 7 charcoal producer groups trained in organizational dynamics in Tamba ▪ 20 mbep gum groups trained in organizational dynamics in Kolda and Tamba ▪ 21 madd producer groups trained in organizational dynamics in Kolda and Kédougou ▪ 2mbep gum networks created in Tamba ▪ 1 dynamic cashew enterprise trained in organizational dynamics in Kolda ▪ 20 dynamic baobab enterprises trained in organizational dynamics in Tamba and Kolda ▪ 34 dynamic mbep gum enterprises trained in organizational dynamics in Tamba 		
Training in techniques for value adding and processing	<ul style="list-style-type: none"> ▪ 4 cashew enterprises trained in quality control techniques for raw nuts in Ziguinchor ▪ 1 cashew enterprise trained in processing techniques in Ziguinchor ▪ 11 fonio enterprises trained in pre-cooked fonio processing techniques in Kédougou ▪ 1 baobab enterprise trained in techniques for processing baobab powder ▪ 6 madd fruit enterprises trained in quality control in packaging in Kédougou ▪ 6 neté enterprises trained in processing techniques in Ziguinchor ▪ 6 straw/thatch enterprises trained in storage and grading techniques in Kédougou ▪ 3 dynamic baobab enterprises in Tamba, Kolda and Kédougou trained in baobab powder processing techniques and in HACCP ▪ 17 dynamic mbep gum enterprises in Tambacounda trained in processing techniques ▪ 5 dynamic fonio enterprises in Kédougou trained in pre-cooked fonio processing techniques and in HACCP 	395	▪
Training in literacy/ numeracy and business skill development	<ul style="list-style-type: none"> ▪ 6 cashew enterprises trained in management in Kolda ▪ 15 fonio enterprises trained in management in Kédougou ▪ 2 palm oil enterprises trained in management in Kolda ▪ 2 baobab enterprises trained in management in Kolda ▪ 12 charcoal enterprises trained in management in Kolda and Tamba ▪ 5 mbep gum enterprises trained in management in Kolda ▪ 19 madd fruit enterprises trained in management in Kédougou and Kolda ▪ 14 dynamic baobab enterprises trained in management in Tamba and Kédougou. ▪ 1 dynamic fonio enterprise trained in management in Kédougou ▪ 18 dynamic mbep gum enterprises trained in management in Tamba ▪ 1 dynamic madd enterprise trained in management in Kédougou 		
Promotion of improved /sustainable production techniques	<ul style="list-style-type: none"> ▪ 28 fonio enterprises trained in production techniques in Kolda and Kédougou ▪ 5 mbep gum enterprises trained in production techniques in Tamba ▪ 14 dynamic mbep gum enterprises trained in production techniques in Tamba ▪ 1 dynamic fonio enterprise trained in production techniques in Kédougou 		
Cumulative total since the beginning of the program:		2078	



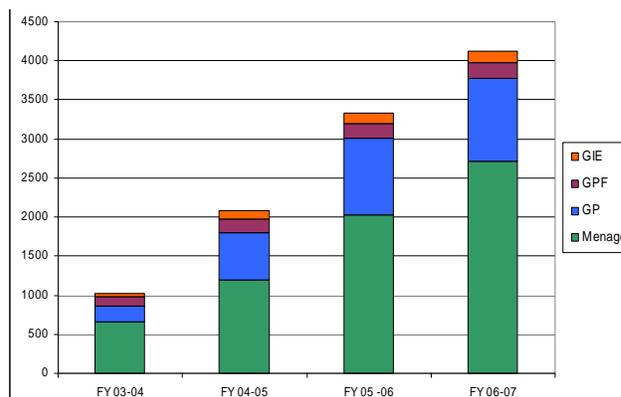
Result 5. Increase in the cumulative number of enterprise groups trained by WN

4127 enterprises were supported in the period from 2003 to today, including 2717 family enterprises, 200 women’s groups (GPF), 155 Economic Interest Groups (GIE), and 1055 producers’ groups (GP). In the course of this year, 800 new enterprises were assisted. The program surpassed the contractual total target.

Indicator for Result 5:		Cumulative number of enterprise groups assisted by WN	
Target for 2006-2007:		600	
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Businesses who: i) Received Wula Nafaa (WN) training ii) Had contracts facilitated by WN iii) Increased revenues thanks to WN assistance	See discussion above	800	
Cumulative total (for this year):		800	
Cumulative total (since the beginning of the program):		4127	



Cumulative number of enterprise groups assisted by AG/NRM Program



Types of enterprises assisted

“Making Cents” in More Ways Than One

Kneeling proudly next to her brimming sacks of baobab and jujube powder, Kadiatou Ndao expresses her thanks to Wula Nafaa for helping the women of Gada Faro learn to produce and market these increasingly popular and lucrative products made from non-timber forest resources. The president of Gada Faro's baobab cooperative, Kadiatou acknowledges that while the women were eager to work before Wula Nafaa's intervention, they lacked the necessary skills, knowledge, and training to run a successful business.

Over the past five years, USAID Senegal's Wula Nafaa project has worked with rural communities across southern Senegal to address poverty reduction and improved natural resource management through the production and marketing of non-traditional agriculture and non-timber forest products. For the 28 women who belong to the Gada Faro producers' cooperative in Koussanar, learning to process and sell baobab fruit and jujube has been a life-changing experience.

Though baobab trees and jujube bushes have long been essential to the lives and livelihoods of Senegal's rural population, earning a profit from its myriad products has been a persistent challenge. By introducing value-added processing techniques and providing financial and business management training, Wula Nafaa has assisted rural producers in securing expanded markets and increased prices for their products.

Where one kilo of un-processed jujube sells for 50 CFA, the equivalent of 10 cents U.S., processed jujube is used to make small cakes that sell for 25 F CFA each. 1 kilo of jujube powder can make 150 jujube cakes; this adds up to a 74% increase over the price of one kilo of un-processed jujube. The improved quality of the products is reflected in the rising market demand for both products. The women's total revenues for baobab and jujube rose from 226,725 CFA in fiscal year '04-'05 to 287,230 CFA in '05-'06 - an increase of 27%. Revenues for '06-'07 already show a dramatic rise at 575,000 CFA, more than twice last year's total.

From the beginning of February until the end of May 2007, Kadiatou earned 150,000 CFA in combined revenues from baobab fruit and jujube, which is four times as much as she earned in 2004. She invested 50,000 F CFA in cultivation, used another 50,000 to support her family, and saved the last 50,000 F CFA to purchase baobab fruit and jujube next year for processing.

At age 35, Kadiatou has not been able to have any children of her own, but has adopted the four daughters of her deceased brother. Her increased income allows her to send all four girls, who range in age from 5 to 15, to school, in addition to paying for their supplies. Most reflective of her growing income is Kadiatou's ability to purchase metal bracelets and necklaces for her daughters, which serve as a sort of dowry by augmenting the value of individuals and their families.

“Before Wula Nafaa came I had little money and little knowledge. Now I know a lot and I am earning money to invest in my children's education and to buy food in times of scarcity”, says Sadio Ndao, the vice president of Gada Faro's cooperative.

When asked what aspect of working with Wula Nafaa has been the most helpful, the women are unanimous in their appreciation for “Making Cents: The Spirit of Enterprise” training that taught the women how to elaborate a business plan, calculate costs and understand the importance of planning, saving and investing.

Enthusiastically presenting me with her official certificate declaring her successful completion of the “Making Cents” training, Kadiatou proclaims “we have received a lot of support from Wula Nafaa, but will keep working even after the project has finished. When we need training to reinforce what we have learned, we will do our best to finance it on our own”.

In addition to their budding market in Koussanar, the women are increasingly receiving orders for their bouye and jujube placed from distant locations such as Dakar. These days, the greatest struggle the women face is being able to produce enough of each product to satisfy the steadily rising market demand.

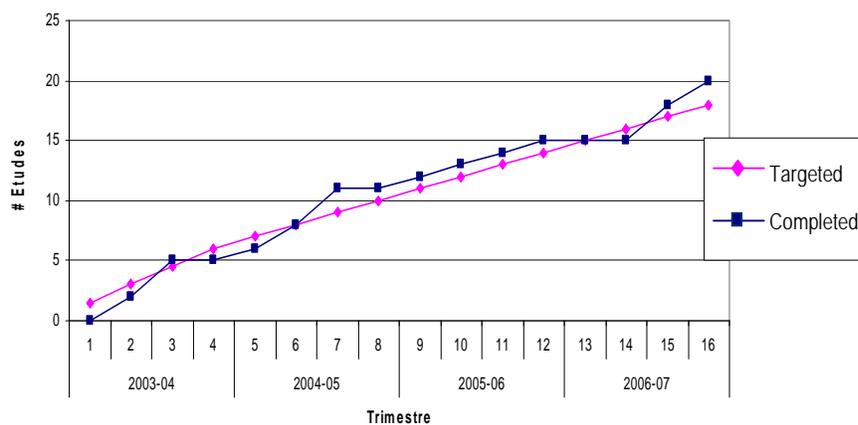
Result 6: Completion of market surveys and studies to identify potentially marketable AG/NRM products

This year, studies were conducted on the following: potential markets for palm oil, sawn wood, and provision of services to cashew processors; the feasibility of transporting charcoal by train; and the nature of the demand for madd in Dakar.

The study on charcoal transport by train from Tambacounda resulted in dropping the pursuit of this activity. The studies for madd, palm oil, and providing services to cashew processors provided guidance for the current program interventions.

WN has, at this point, reached the total contractual target.

Indicator for Result 6:	Number of market surveys and studies to identify potentially marketable AG/NRM products		
Target for 2006-2007:	4		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Comparative financial analyses and market studies for NR and agricultural products	<ul style="list-style-type: none"> ▪ Market study on palm oil ▪ Market study on the charcoal transport system ▪ Study on sawtimber ▪ Study on the nature of the demand for madd in Dakar ▪ Study on the potential market for provision of services to cashew processors under Enterprise Works in the regions of Ziguinchor and Kolda (with EW) 	5	
Cumulative total:		5	



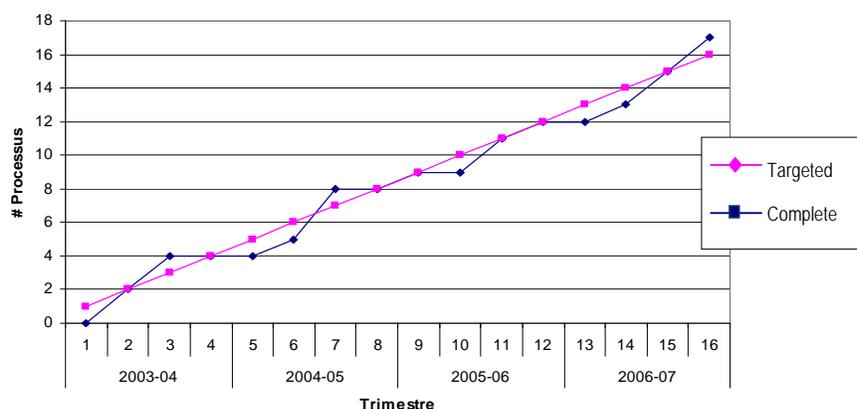
No. of market surveys and studies to identify marketable AG/NR products

Result 7: Increase in the number of grading schemes and value-added processes developed to increase revenue and income per unit of production to producers

This year, training and adding value to certain market chains were carried out. Products targeted include straw, nété, and baobab seed. Value adding concerned madd packaging for better quality and the sale of red fibers from baobab.

The program reached the targeted contractual total for 16 value-added processes.

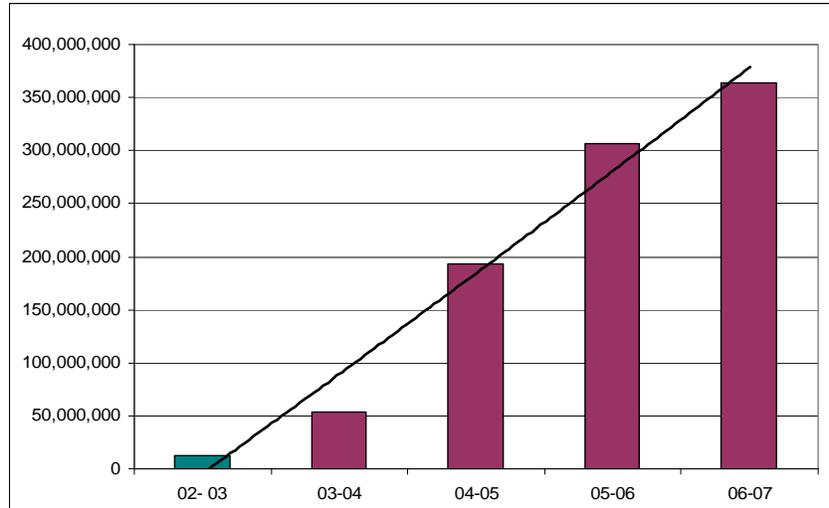
Indicator for Result 7: Number of grading schemes and value-added processes developed to increase revenue and income to producers per unit of production			
Target for 2006-2007: 4			
Principal Activities	Progress achieved	# targets reached	# ongoing targets
	<ul style="list-style-type: none"> ▪ Training in value-added hay ▪ Training in madd packaging to promote better quality ▪ Training in nété processing ▪ Sale of red baobab fibers ▪ Sale of baobab seeds 	5	
Cumulative total:		5	



Grading and value-adding processes developed to increase profit to producers

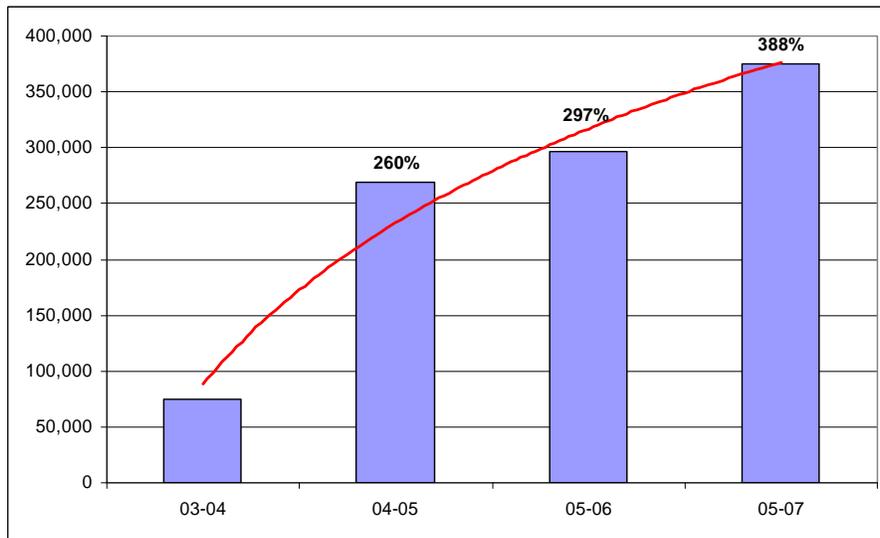
Result 8: Increase in the level of revenues earned by enterprise group assisted

Revenues increased by 79% compared to last year. However, it is difficult to do an overall comparison with the beginning of the program because the areas of intervention have been extended over the four years, resulting in an increase in the number of enterprises to be targeted. The graphic below shows the evolution of the total revenues generated by the groups during the preceding years.



Total revenues of all enterprises 2002-2007

The above graph does not emphasize the number of enterprises each year, and also does not track individual enterprises. The graph below, in contrast, shows the evolution of the **increase** in revenues earned per enterprise since 2003.



Average per-enterprise increase in revenues compared to first-year revenues 2003-2007, in F CFA and in per cent

The graph indicates that the program has surpassed the targeted cumulative result.

Indicator for Result 8:		Level of revenues earned by assisted group enterprises		
Target for 2006-2007:		Cumulative 250%		
Principal Activities	Progress achieved	# targets reached	# ongoing targets	
	<ul style="list-style-type: none"> ▪ Emerging cashew 119% ▪ Emerging fonio 113% ▪ Emerging Palm oil 47% ▪ Emerging honey 114 % ▪ Emerging baobab 102% ▪ Emerging charcoal 1129% ▪ Emerging mbepp gum 79% ▪ Emerging madd 93 % ▪ Emerging néré 189% ▪ Emerging straw/thatch 85% ▪ Emerging cashew 60% 	<ul style="list-style-type: none"> ▪ Dynamic fonio 60% ▪ Dynamic palm oil 48% ▪ Dynamic baobab 91% ▪ Dynamic madd 23% ▪ Dynamic mbepp gum mbepp 61% ▪ Dynamic combination enterprises 73% <p>For all enterprises 2005-2006 102%</p>	79%	
From previous year;		79%		
Cumulative total (since the beginning of the program):		388% ³		

Result 9: Increase in volumes or number of products marketed by enterprise group assisted

Overall, volumes of products increased between 36% (for shelled baobab) and 7590% (for néré) compared to last year. The exceptions are baobab powder (because of unconfirmed orders placed by distributors); unprocessed jujube (because of a low harvest this year); and wax (whose production was reduced).

The program reached the targeted total for overall increase in volume of product sold by assisted enterprises.

Indicator for Result 9:		Overall increase in volume / number of products marketed by enterprise group assisted	
Target for 2006-2007:		50%	
Principal Activities	Progress achieved	# targets reached	# ongoing targets
	<ul style="list-style-type: none"> ▪ Shelled/ raw fonio 45 929 kg +39,6% ▪ Pre-cooked fonio 15 803 kg +55,5% ▪ Madd 1 134 416 kg +29,1% ▪ Honey 7 790 l +196,6% ▪ Shelled/unshelled baobab 439 781 kg +36,1% ▪ Baobab powder 5 454 kg -15,3% ▪ Baobab seeds 397 kg N/A ▪ Baobab fibers 96 kg N/A ▪ Jujube unprocessed/graded 531 kg -98,3% ▪ Jujube cake 993 kg +95,4% ▪ Mbepp gum 397 425 kg +38,6% ▪ Cashew 528 686 kg +136% ▪ Wax 0 kg -100% ▪ Palm oil 58 468 l +212,2% ▪ Néré 22 146 kg +7590% ▪ Charcoal 297 650 kg +2877% ▪ Straw/thatch bundles 34 363 +283,7% 		
Increase in overall volume compared to previous year:		63,9%	

³ The percentage seen in the previous figure is used.

Result 10 (non-contractual): Value of exported products

Mbepp gum

397, 425 kg of mbepp gum from producers supported by WN were sold to Setexpharm and to the *bana-banas*, of which two thirds are destined for export; thus a total of 264 950 kg. The value of this gum FOB is \$1 059 800 (529 900 000 CFA), which comes to \$4/kg.⁴

Cashew

528 687 kg of unprocessed cashew nuts were sold this year, including 136,632 kg to local processing units and 392,055 kg to the *bana-banas*, to be exported to India. The value of these nuts FOB in India is \$215,630, which comes out to \$0.55/kg.⁴

Result 11 (non-contractual): Number of new employees

The program does not formally follow the number of new employees, but criteria used in other USAID projects were used to calculate the following.⁵

Product	Cashew	Fonio	Palm oil	Baobab	Charcoal	Mbepp	Madd	Total
Number of employees	164	134	25	194	133	11	120	800

Result 12 (non-contractual): Contracts signed

A total of 40 contracts were signed between producer groups and processing enterprises:

- 17 between mbepp gum producer groups in Koussanar/Bala and Setexpharm
- 11 between fonio producer groups and processors in Kédougou
- 12 between small cashew processing units and the GIE ElyBee

2.3 Constraints, opportunities, and priorities

Successive drops in the price of cashews (14% this year) have made producers skeptical of the future of this product, and as a result, make WN's intervention more difficult.

⁴ Lamine Sene, Président African Cashew Alliance/Sénégal.

⁵ See the criteria for this indicator in other USAID-financed projects: "Employees work for at least two weeks during the year." Therefore we can count each new enterprise (household or group) that has not marketed in the previous year, based on the fact that all work in program market chains requires more than 2 weeks.

A temporary absence of the Baobab Fruit Company, the principal partner in the baobab market, disturbed the marketing of product, especially in the Bala area. In principle, BFC has confirmed that it will return for the next season.

In this year's mbep gum collection process, a lack of communication and planning between producers and Setexpharm/Tambacounda slowed down revenue growth in the areas of Koussanar and Bala.

A delayed operational startup of the credit protocol slowed the supply of unprocessed cashew nuts to processing units and also the marketing of madd in Dakar by Kédougou producers.

The production of jujube was drastically reduced because of climatic conditions, which paralyzed its commercialization.

Successes: The Information Management System (SIM) that was installed to facilitate communication between the actors in the mbep gum market chain will certainly contribute to the strengthening of the chain. WN collaborated with Manobi, a private SIM provider, in its development and installation. A platform is currently being tested within four producers' villages, functioning with the use of cellular phones.

The credit protocol with CMS allowed producers to familiarize themselves with bank structures that will finance some of their activities, such as buying raw materials, paying for transport, and paying various taxes. Access to credit strengthens dynamic enterprises.

The charcoal market chain is one of the most lucrative in the Tambacounda and Kolda regions. The management plans in Koulor, Saré Bidji, and Sita Niaoulé in Missirah have restarted local village-based production and marketing of charcoal, which will increase their revenues. Taking charcoal production into their own hands will contribute to better management of, and value-adding to, the resource.

The program has emphasized collaborating with partners in the interest of efficiency and economy. With the arrival of SAGIC, Wula Nafaa seized the opportunity to work together to improve the quality of unprocessed cashew nuts. Upon the request of Enterprise Works, a protocol was signed with the objective of perpetuating cashew processing enterprises by building capacity in management, marketing, and processing techniques.

The program strengthened 33 producer networks in five products (mbep gum, baobab, fonio, cashew, and madd) through assisting them to do self-evaluations, to draft their action plans, to develop their communication and marketing strategies, to restructure, to produce business plans, and to make their organizational structures official. The networks will play the role of service providers, especially as intermediates between leader enterprises and producer group members represented in the networks. All this leads to the sustainability of providing business services and to the strengthening of future targeted market chains.

3 RIGHTS AND RESPONSIBILITIES COMPONENT

3.1 Targeted results and planned activities

3.1.1 General Considerations

The RR component relies on a rural development approach that is multi-sectorial and decentralized. The objective is to secure the resources of local populations by putting a more responsible management and control mechanism in place.

Agricultural, pastoral, and silvicultural resources are interdependent but they have different management requirements. The best land uses must be chosen in a way that respects intrinsic land capabilities and that is also holistic. Assigned land uses must consider potential interaction between allowed activities and interests of the different users. The community must develop the skills to manage the resource, which implies that members must have the power to control its use and/or to limit access to it according to basic irrevocable principles that are decided by consensus.

This year the activities that were undertaken followed these themes:

- **Support to village groups and local organizations involved in area-wide management, protection of NR, and increasing NR productivity:** Sustainable vegetation productivity is achieved by protection activities like early burning, and by improving yield on existing farmed land as on WN's demonstration plots of fonio.
- **Support for the development and implementation of Local Conventions in Rural Communities**
- **Assisting the local population in every step in the development and implementation of Forest Management Plans (PAFs)**
- **Production of guides on the steps for writing PAFs and Local Conventions,** in collaboration with the United States Forest Service.

3.1.2 Targeted results

Key results that were targeted by RR since the beginning have the following indicators:

1. Number of communities/CBOs that have undertaken community-led activities to increase productivity of NR in a sustainable manner

2. Number of communities/CBOs that have engaged in formal co-management relationships with actors and institutions external to the community to increase productivity of NR
3. Number of hectares that are under legally recognized, community-based and sustainable NRM plans known as local conventions
4. Number of hectares that are under legally recognized, community-based and sustainable NRM plans in Community Forests
5. Number of communities receiving training in NR monitoring, enforcement of local codes, or conflict management
6. Number of communities or CBOs that develop natural resource management plans that are overseen by the communities; protocols; agreements; or local codes that govern access, use, and protection of NR
7. Number of regional units whose skills in mapping and inventory of NR is improved

3.1.3 Activities planned for 2006-2007

Training and strengthening of rights and responsibilities of rural communities in natural resource management

- Translation and distribution of local codes and conventions;
- Training of forest guards in their roles and responsibilities;
- Training of organizations in management of funds generated during enforcement of codes, conventions, and management plans.

Land and community forest management

- Implementation of local conventions' land management plans for rural communities in the regions of Kolda, Tambacounda, and Ziguinchor;
- Development of local conventions for rural communities in Ziguinchor;
- Development and implementation of participatory community forest management plans for Koulor, Sare Bidji, and Sita Niaoulé;
- Identification of opportunities to adopt best practices in NRM that increase productivity.

Joint Management of Classified Forests

- Development, approval, and implementation of local codes for the classified forests of Balmadou (Kolda);
- Development and approval of the PAF for Paniates (Tambacounda).

3.2 Progress achieved

Result 1: Increase in the number of communities/CBOs that have undertaken activities to increase productivity of NR in a sustainable manner

It is during the implementation of planned activities that an impact is felt, in terms of adoption of improved NRM techniques and increases in revenues. Sustainable harvest of NR is made possible by decentralized, fact-based management that contributes to improved productivity of the land.

In the course of the last year, the program contributed to the increase in revenues to the population in intervention zones thanks to the principal market chains of baobab (*Adansonia digitata*), mbepp gum (*Sterculia setigera*), madd (*Saba senegalensis*), and palm oil (*Elaeis guineensis*).

It is essential to assure the good management of these species in order to perpetuate the productive capacity of the vegetation formations from which they are harvested by including a component of assisted regeneration.

In order to accomplish this reforestation, 6,896 mbepp gum and baobab seedlings were produced in the Rural Communities of Malème Niani, Kothiary, Sinthiou Malème, and Salémata (village of Gandjiry). The produced seedlings were planted on 60 hectares distributed among the forests of Paniates, Ouly, and Bala-Ouest by 11 grass-roots community-based organizations (CBO).

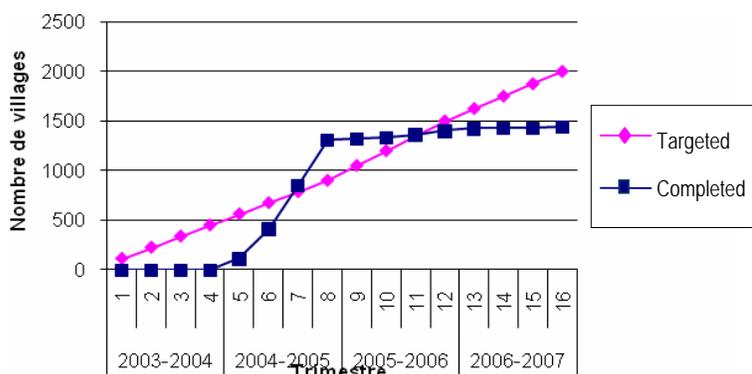
In addition, 3,781 Ténéra palm seedlings were germinated in the region of Ziguinchor.

As for protection, 16 CBOs carried out early burning on 178 hectares and cleared 137 km of firebreaks.

In the future, a strategy for assisted regeneration will be developed for forests so that young shoots can survive difficult periods of the dry season, bush fires, and excessive grazing.

Indicator for Result 1:	Number of communities/CBOs that have undertaken community-led activities to increase productivity of NR in a sustainable manner		
Target for 2006-2007 :	500		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Support to villagers and local organizations involved in land management	<ul style="list-style-type: none"> ▪ 9 villages performed early burning ▪ 19 villages planted seedlings from nurseries ▪ Establishment of a nursery for Ténéra by the 'association of nurserymen in Ziguinchor ▪ Production of seedlings in 3 villages ▪ Creation of a community forest in the RC of Sakar ▪ Clearing firebreaks by 16 CBO ▪ Production and plantation of seedlings in 11 villages ▪ Creation of a community forest in the RC of Koussanar 	<p>9</p> <p>19</p> <p>1</p> <p>3</p> <p>1</p> <p>16</p> <p>11</p>	<p>1</p>

Cumulative total:	60	1
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**Communities/CBOs
that have undertaken
activities to increase
productivity of NR**

Result 2: Increase in the number of communities/CBOs that have engaged in formal co-management relationships with actors and institutions external to the community to increase productivity of NR in a sustainable fashion

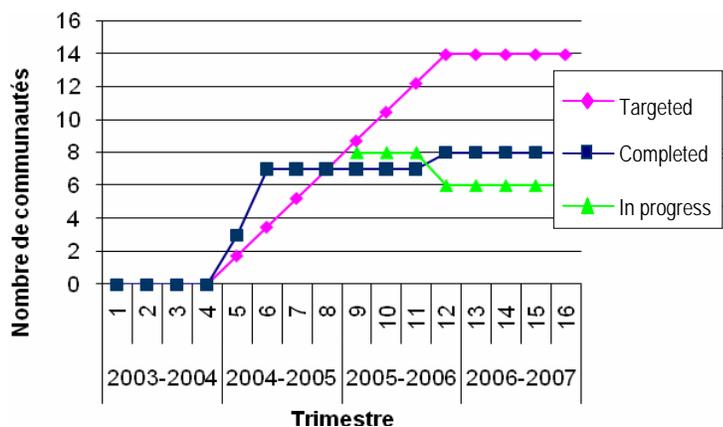
The classified forests that have been selected for management are Paniates (Department of Tamba) and Balmadou (Department of Sédhiou). In Paniates, the process will result in the drafting of a management plan, while in Balmadou, it is a question of developing a local code for the appropriate management of the forest potential.

The rural communities (RCs) of Koussanar and Malème Niani that have the greatest interest in Paniates have been involved in the collection of inventory data used in the forest management plan (PAF). Also the socio-economic studies have been carried out at the village level around the forest. Following an analysis, the results were reported back to the RCs, and then validated by the villagers.

The RCs who have a stake in the drafting of a local code for Balmadou are Tanaff, Niagha, Kolibantan, and Karantaba. The strategy used was to organize an intercommunity meeting during which all the actors were brought up to date, a set of rules for intervening inside the forest was drawn up, and an action plan to put the code into action was made.

The preliminary tasks in the action plan have been implemented by the IREF of Kolda and the PSPI: they have facilitated mapping the land use map of Balmadou forest. Next the rules for management were decided at the level of each RC, followed by a meeting to harmonize the different rules that were proposed by RCs around the forest. The final harmonized document will be considered by the Rural Councils concerned before final approval.

Indicator for Result 2:	Number of communities/CBOs that have engaged in formal co-management relationships with actors and institutions external to the community to increase productivity of NR in a sustainable fashion		
Target for 2006-2007:	0		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
<p>Production and implementation of a forestry code in Balmadou</p> <ul style="list-style-type: none"> ▪ Request for a co-management plan submitted to the Forest Service department of Sédhiou for approval by the Rural Community of Tanaff, Niagha, Simbandi Brassou, and Karantaba ▪ Intercommunity meeting to update the actors involved in the comanagement ▪ Production of the land use map for Balmadou ▪ Production and harmonization of draft rules for the local code for the classified forest of Balmadou <p>Production of a forestry management plan in Paniatess</p> <ul style="list-style-type: none"> ▪ Collection of inventory data for the classified forest of Paniates (RC of Sinthiou Malème and Koussanar) ▪ Carrying out, analysis, and reporting of socio-economic studies for Paniates 			6
Cumulative total:			6



Communities/ CBOs that have engaged in formal co-management relationships with actors external to the community to increase productivity of NR

Assisted mbepp and baobab regeneration

The species *Sterculia setigera* (mbepp) and *Adansonia digitata* (baobab) have a definitive economic importance in WN market chains and are benefiting from supported networks and credit activities around their products. Unfortunately, these two species also have very poor regeneration rates.

In line with the Nature, Wealth, and Power approach, the producers have received plant production materials (seeds, watering cans, pots, shovels, and wheelbarrows) and hands-on instruction from a Peace Corps volunteer and two Forest Service employees, in addition to other support from CLUSA facilitators. 7,000 gum seedlings and 3,000 baobab seedlings have been produced in Paniates Classified Forest for enrichment planting there.

Establishment of the community forest of Koussanar resulted from a decision made following the implementation of the local convention and the POAS or land use zoning exercise. This forest is also being enriched with 500 *Sterculia* and 100 baobabs.



Sterculia nursery



Tree planting in the community forest

Result 3: Increase in the number of hectares that are covered by legally recognized, community-based, and sustainable NRM plans through local conventions

This year, the annual workplans for the local conventions for Malème Niani (Tambacounda Region) and Simbandi Brassou and Karantaba (Kolda Region) were written and implemented.

The Rural Communities of Diendé, Bambaly, Djiredji, and Linkering (Kolda Region) put Local Convention management structures in place.

The RC of Mangagoulack (Ziguinchor Region) has a local convention that was discussed and approved. The RC of Linkering (Kolda Region) is still waiting for approval.

The local conventions for the RC of Diégoune, Balingore, and Tengono (Ziguinchor Region) are nearly complete, including the organization of workshops with the technical services to validate rules. The only step remaining is the discussion and approval of the conventions.

Certain RCs are in the extension phase of their local convention process: Tanaff, Bambaly, Djiredji, and Linkéring.

Indicator for Result 3:	Number of hectares that are covered by legally recognized, sustainable community managed NRM plans (conventions locales)		
Target for 2006-2007:	(continuation of 1,277,967 cumulative from last year)		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Writing and implementation of local conventions	<ul style="list-style-type: none"> ▪ Writing of local conventions in Ziguinchor (Diégoune, Tengory, and Balingore), Kédougou (Khossanto, Dakately) and Kolda (Linkéring) ▪ Implementation of local conventions in Kédougou (Tomboronkoto, Bandafassi, Saraya, Missirah Sirimana, Salémata), Tamba (Kothiary, Goudiry, Sinthiou Malème, Malème Niani, Koussanar) and Kolda (Sakar) ▪ Approval of local conventions in Simbandi Brassou, Djendé, and Karantaba (Kolda) ▪ Approval of local conventions in Mangoulack (Ziguinchor) 	114 094	497 719
Cumulative total:		114 094 ha	497,719 ha

Result 4 : Increase in the number of hectares that are covered by legally recognized Forest Management Plans

The community forests that are targeted for management plans (PAFs) are Koulor and Sita Niaoulé (Tambacounda Region) and Saré Bidji (Kolda Region). The implementation of these plans has begun more or less as planned this year. Charcoal producing activities in the forest of Koulor started late, but intensified when the producer groups sent their first loads of charcoal to Dakar to be sold. The Intervillage Forest Management Committees in six of the Koulor management blocks were encouraged to become more active thanks to revenues brought in from charcoal.

In the forest of Sita Niaoulé (Missirah), activities began in the form of socio-economic studies, whose analyses were reported back to and validated by the villages. It is during this validation process that the populations gave the name Sita Niaoulé to this forest in the RC of Missirah, in order to avoid confusion with the forest named Missirah supported by a program other than WN. The PAF for Sita Niaoulé has been presented back to the locals at the block level and is waiting for consideration and approval by the Rural Council.

In Saré Bidji, activities at the beginning of the year have centered on administrative organization, with the installation of inter-village committees and community and block structures by the population. In addition, the PAF for Saré Bidji was presented at the block level; consideration and approval were completed, and members of the various structures were named in a decision by the president of the Rural Council.

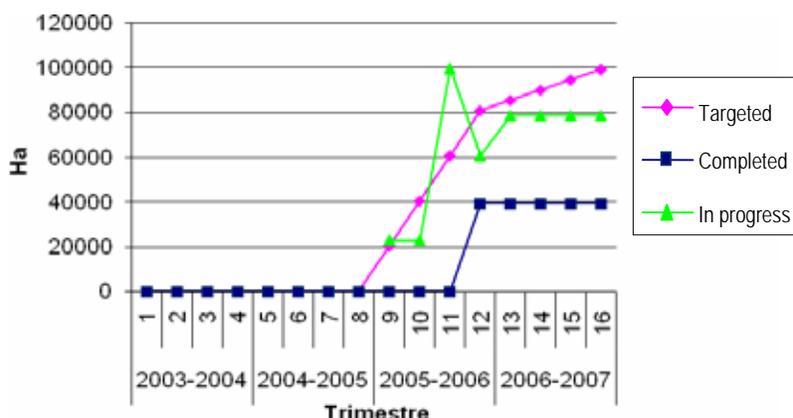
The Administrative and Financial Management documents (GAFs) for the forests of Koulor, Sita Niaoulé, and Saré Bidji were elaborated and presented to the local populations concerned.

The annual workplans for the various blocks (14 in total) of the three community forests have been written and validated by the local populations.

The socio-economic studies for the management plan of the classified forest of Paniates were finished, and the presentation to the population allowed them to better understand the importance of resource management and the role of the studies in the plan.

After the official announcement of the opening of the charcoal production season, meetings were held on setting up local producers and contractors in the community forests of Sita Niaoulé, Koulour, and Saré Bidji.

Indicator for Result 4:	Number of hectares covered by legally recognized Forest Mgmt Plans		
Target for 2006-2007 :	18392 ha		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Implementation of forest management plan in Koulour	<ul style="list-style-type: none"> Beginning of charcoal cutting in Koulour parcels Reactivation of the CIVGF in 6 blocks of Koulour 	0 ha	19,807 ha
Management structures in operation for Saré Bidji forest	<ul style="list-style-type: none"> Presentation and validation with population the mgmt bocks in the Saré Bidji forest Finalization of the technical part of the PAF for Saré Bidji Establishment of management structures in the FC of Saré Bidji 		18,000 ha
Writing a forestry management plan for Sita Niaoulé (Missirah)	<ul style="list-style-type: none"> Charcoal from Saré Bidji sent to the Dakar market Elaboration of the PAF for Sita Niaoulé 		40,900 ha
Writing a classified forest management plan for Paniates	<ul style="list-style-type: none"> Analysis, presentation, and validation of socioeconomic studies Study on the GAF for Sita Niaoulé Analysis, presentation, and validation of socioeconomic studies for the FC of Paniates in the CR of Malème Niani and Koussanar Collection of inventory data for the PAF 		
Cumulative total:		0	78,707 ha



Hectares covered by legally recognized Community Forest Management Plans

Result 5: Increase in the number of communities receiving training in NR monitoring, enforcement of local codes, or conflict management

The year has seen significant advances in the process of putting management structures in place, restructuring of the Extension and Coordination Units (CAC), and the training of forest guards in the zones of Kédougou, Tamba, Kolda, and Ziguinchor.

58 surveillance committees were put in place in Bandafassi; 48 in Salémata; and 21 in Tomboronkoto.

The inter-village CACs in Bandafassi, Salémata, and Tomboronkoto were put in place and training was provided to 47 guards in Kothiary (Bakel Department), 41 in Malème Niani (Tamba Department), and 364 in the department of Kédougou in the zones of Dindéfélo, Hamdalaye, Thiocoye, Samécouta, Bandafassi, Thiabédji, Tomboronkoto, Bantanta, Eganga, Ethiolo, Oubadji, and Salémata.

Under the guidance of the Waters and Forest Directorate, a workshop on harmonizing approaches in terms of forest surveillance was organized by WN so that the guards in charge of overseeing the implementation of local conventions or management plans could be consistently supervised. The results of this workshop at the local and national levels were adopted by the National directorate of the Forest Service and will serve as models for other structures in its domain.

10 Village Management and Development Committees (CVGD) under two InterVillage Management and Development Committees (CIVGD) were set up in Bambaly; a Village Development Committee and an area-wide committee were set up in Diendé.

In Linkering, 32 CVGD under 4 area-wide Development Committees and one Community Management Committee for the Local Convention were set up.

Management structures for the local conventions and forest management plans were also set up:

- 10 CVGD and two CIVGD in Bambaly;
- Two CVGD in Diendé;
- Seven CVGD and four CIVGD in Djirédji;
- One steering committee for the local convention in Malème Niani;
- One steering committee for the local convention in Sinthiou Malème;
- 25 CIVGF in Saré Bidji;
- Five mergers of CIVGF (UCIVGF) in Saré Bidji;
- One CCGF in Saré Bidji

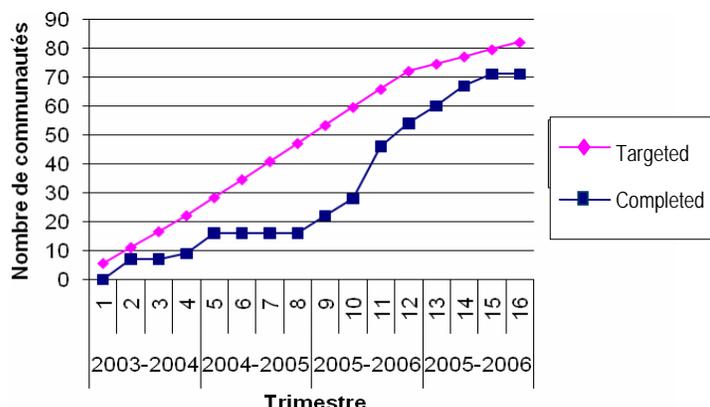
In the community forest of Saré Bidji, a decentralized training on charcoal-producing techniques was held in the management units for the producers. Also the presentation of the GAF was made.

The rural communities of Diendé, Simbandi Brassou, Djiredji, and Bambaly continued to spread the word about their local conventions.

The major innovation for this year is the training in administrative and financial management (GAF) for management structures for the forests of Koulor, Sita Niaoulé, and Saré Bidji.

The CVGF, CIVGF, UCIVGF, CGB, CCGF, and the area-wide committee were trained in administrative and financial management. Also an assessment of existing documents was done for governance in the rural communities of Missirah, Sakar, and Koulor, and the results were reported back to the various Rural Councils. The accounting commissioners' posts, which were not planned for in the previous office structures, were filled in Koulor, Missirah, and Saré Bidji. Management structures were trained in making budgets, which has allowed them to use the tools in the Administrative and Financial Management document (GAF). At Sita Niaoulé, the technicians in charge and their assistants in Koulor and Saré Bidji, along with those in charge of exploitation and their assistants, were trained.

Indicator for Result 5:	Number of communities receiving training in NR monitoring, enforcement of local codes, and conflict mgmt		
Target for 2006-2007 :	10		
Principal Activities	Progress achieved	# targets reached	#ongoing targets
Training for the population in establishing management and production structures	<ul style="list-style-type: none"> ▪ 12 CVGD and 3 CIVGD put in place in Bambaly ▪ 28 surveillance and natural resource management committees put in place in Bandafassi ▪ 9 surveillance and natural resource management committees put in place in Tomboronkoto ▪ 4 CVGD put in place in Diendé (3 CVGD and 1 areawide committee) ▪ 7 CVGD and 4 CIVGD put in place in Djirédji ▪ Establishment of a steering committee for the CL in Koussanar ▪ Establishment of a steering committee for the CL in Malème Niani ▪ Establishment of a steering committee for the CL in Sinthiou Malème ▪ Establishment of 1 CCGF, 25 CIVGF; and of 5 mergers of CIVGF (UCIVGF) in Saré Bidji ▪ 32 CVGD, 4 CVGD, and 1 CCD of the CL put in place in Linkéring 	1	
Reactivation of management structures	<ul style="list-style-type: none"> ▪ Restructuring of CGRN in Bandafassi, Tomboronkoto, and Salémata ▪ Re-activation of the 5 CIVGF in Koulor ▪ Restructuring of the CAC in Saraya 	1	
Technical training	<ul style="list-style-type: none"> ▪ Training of forest guards in Malème Niani, Salémata, Bandafassi, and Tomboronkoto ▪ Training in nursery techniques in Dawady (Koussanar) ▪ Training of forest guards in Kothiary and Malème Niani ▪ Training of forest guards in Salémata ▪ Training of producers in charcoal making and presentation of the GAF in Saré Bidji ▪ Training in GAF and budget-making methods in Saré Bidji ▪ Training in plant production techniques in Kothiary and Malème Niani ▪ Training of CVGF and CIVGF of Koulor in GAF ▪ Training of mgmt structures of Sita Niaoulé in GAF, good governance, and methods to draw up a budget ▪ Training of the Rural Council and the population in good governance in Sakar 	1	
Distribution of management tools	<ul style="list-style-type: none"> ▪ Distribution of the local convention in Bandafassi ▪ Distribution of the local convention in Simbandi Brassou ▪ Distribution of the local convention in Tanaff ▪ Distribution of the local convention in Diendé ▪ Continuation of the distribution of the local convention in Djirédji and Bambaly ▪ Distribution of the local convention of Linkéring ▪ GAF management tools put in place in Koulor 	1	
Cumulative total:		18	



Communities receiving training in NR monitoring, enforcement of local codes, or conflict management

Result 6: Increase in the number of communities/CBOs that have developed NR management plans, protocols, agreements, and local codes governing access, use, and protection of NR

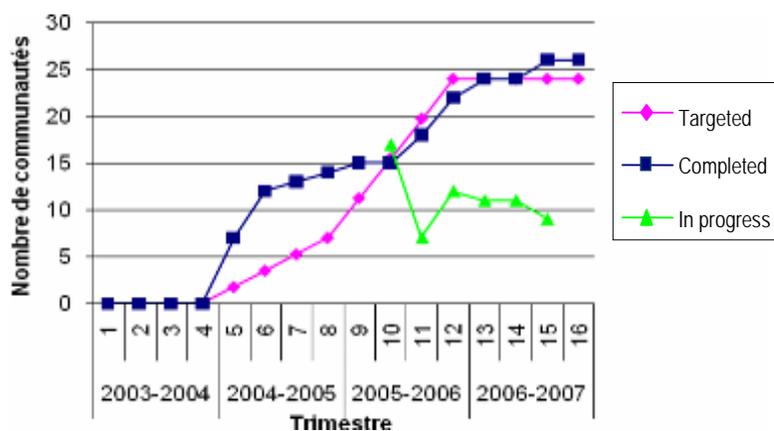
Activities carried out in the Rural Communities during the year are the following:

- Finalization of the local conventions for Linkéring (Kolda), Mangagoulack, Balingore, Diégoune, and Tenthory (Ziguinchor);
- Deliberation and approval of local conventions for Diendé, Simbandi Brassou, Karantaba (Kolda), and Mangagoulack (Ziguinchor);
- Drafting of annual workplans and local conventions for Malème Niani, Simbandi Brasso, Djirédji, Bambaly, Tanaff, and Karantaba;
- Finalization of the community forest management plans for Sita Niaoulé (Tamba) and Saré Bidji (Kolda);
- Drafting the local code for the classified forest of Balmadou;
- Implementation of the community forest management plan for Koulor;
- Drafting of the management plan for the classified forest of Paniates.

During the year, several Land Use and Allocation documents (POAS) were produced in the RC of Sakar (Kolda), Koussanar (Tamba), and Mangagoulack (Ziguinchor).

The various POAS resulted in identifying community forests in Sakar and Koussanar that were approved. The boundaries of the community forest of Sakar (14,000 ha) are being marked by cement markers. In total, 228 markers were made to cover the whole perimeter.

Indicator for Result 6:	Number of communities/CBOs that have developed NR management plans, protocols, agreements, and local codes governing access, use, and protection of NR		
Target for 2006-2007 :	0		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Assistance in the preparation, adoption and the application of local conventions and codes at the rural community level Development of POAS Writing of forest management plans	<ul style="list-style-type: none"> ▪ Finalization of the local conventions for Balingore, Diégoune, Tenghory, Khossanto, Dakately, and Linkéring ▪ Drafting of the POAS for the communities of Sakar, Koussanar and Mangagoulack ▪ Deliberation and approval of the local conventions for Karantaba, Djendé, Simbandi Brassou, and Mangagoulack ▪ Elaboration of the local code for Balmadou for the RCs of Tanaff, Kolibantang, Niagah, Karantaba, and Simbandi Brassou ▪ Drafting of management plans for Saré Bidji, Sita Niaoulé, and Paniates ▪ Implementation of the PAF for Koulor 	4	
Cumulative total:		4	



Number of communities that have developed NR management plans, protocols, agreements, and local codes governing access, use, and protection of natural resources

Result 7: Strengthened resource assessment and mapping/GIS capabilities at the regional level

With input from CSE, WN held several training sessions for the BICs of the Regional Forestry Inspection offices in Tamba, Kolda, and Ziguinchor. Mapping done by the foresters in Ziguinchor was reviewed. Registering images was a theme developed with the BICs.

In order to help the BIC foresters improve their work, WN and CSE supervised them in: drawing up the POAS, mapping the classified forest of Balmadou, marking parcels for the workplan this year at Saré Bidji, Koulor, and Sita Niaoulé, and placing cement markers in Sakar classified forest.

WN also decided to set up a BIC in Kédougou to address the gap in geographic information in this zone.

Indicator for Result 7:	Number of regional mapping/GIS capabilities strengthened		
Target for 2006-2007:	1		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Reinforcement of capacity for IREF in the Tambacounda, Kolda and Ziguinchor regions	<ul style="list-style-type: none"> ▪ Finalizing the POAS for Koussanar ▪ Drafting the POAS for Sakar ▪ Training the BIC in Ziguinchor ▪ Drawing the land use map for the forest of Balmadou ▪ Setting up a new BIC in Kédougou 	0	1
Cumulative total:		0	1

Management of the Community Forests

The Wula Nafaa program, through its Rights and Responsibilities component, initiates innovative activities that make local populations responsible for exercising their legally-bestowed rights to manage their forests. For the first time in the history of forest management in Senegal, community forest boundaries have been decided and marked on the ground after the people themselves identified the forests during the land use planning exercise called the POAS.

The POAS is a tool to assist in decision-making during analysis, planning, and management implementation of local spaces. It allows the Rural Community to identify current land use status so that production activities can be better integrated and cause less conflict. Part of the process involves regulating access to and utilization of natural resources in the RC.



Cement markers made by the locals to mark the boundaries of Sakar community forest



The local technician in charge presents confiscated bicycles and charcoal to the Forest Service

In order to allow local populations to better own the management plan, they are first trained in reading forest maps covering their area, and they come to agree to exclude agricultural land from forest land in order to avoid conflicts in future land uses.

In this way, the people take responsibility for all the activities of the plan and reclaim their rights as they relate to the different government technical services including the forest service.

The main challenge of management does not lie wholly in the technical design phase, which responds to scientific norms that are sometimes clear; but rather in its implementation. (This assumes that the scientific norm has been mastered by the providers.)

In recognition of this reality, WN has put in place a set of measures that together form an Administrative and Financial Management guide (the GAF). The GAF provides for the proper functioning of management structures like the CIVGF; for transparency in utilization of funds coming out of management; and for organization that allows strict respect of technical prescriptions in the management plan.

The establishment of a system of forest guards has allowed local populations to stop illegal charcoal production and to keep forest exploitation legal.

3.3 Constraints, opportunities, and priorities

The implementation of this year's activities took place more or less as planned. Slowdowns occurred due to the fact that other partners required in an activity sometimes do not have the same strict deadlines and time management issues as WN. Other problems arose in reaching a common vision among the partners; frequent meetings were needed to find common ground. Certain activities require several sub-steps; this can sometimes slow down the pace.

During the exercise of drawing up the POAS, it was discovered that land use concepts were not easily grasped by partners in the RCs; this led to occasional confusion on the part of some of the Rural Council presidents. For example, the president of the RC of Diaroumé sent numerous migrants to settle in the RC of Sakar, because he did not understand the administrative boundaries between the two RCs. Collating and presenting the available maps and documents, and completion of mapping in the neighboring RCs, enabled the resolution of this misunderstanding.

Presenting the map of boundaries between RCs of Senegal, combined with data that were collected at the field level (in the POAS), revealed to members of the RCs just where their RCs were, the potential in terms of forest resources, and a better notion of what sustainable management could mean to them.

A sizable barrier remains when local conventions remain untranslated into local language. Translation is a WN activity that facilitates adoption of the local convention by local populations.

A common problem was the insufficient implication of the benefiting communities' presidents in their forests' management planning. Deliberations to confer legal status to the PAFs and to management of forest stands were much delayed. Implementation of the PAFs suffered from a late-starting 2007 season, from the distance between producers' villages and the harvest parcels, and a difficult route

THE POAS or Land Use and Affectation Plan

The land use plan (POAS) is an institutional tool. It serves as an operational planning guide bringing local actors and decision-makers together; it is designed on the base of existing information and of map-making.

The adopted approach includes the following:

- Identify the different ecological zones' potential activities (agriculture, forestry, pasture);
- Quantify these potentials in terms of surface space;
- Identify the following for each ecological activity:
 - Pastoral activities: corridors, grazing areas, parks, and 200m buffers around water;
 - Agricultural activities: fields, fallow and possible extension zones;
 - Forestry activities: community forest, forested land, classified forest, protected areas, reserves.



The Sector chief of the Forest Service in Sédhoiu, Farouma Gueye, explains the map of Sakar;

Papa Sarr of Wula Nafaa validates Koussanar's map.

between the charcoal production sites and their destined markets.

4 POLICY COMPONENT

4.1 Targeted results and planned activities

4.1.1 General considerations

The activities of the Policy component have as their ultimate goal to reduce barriers to the sustainable management of natural resources. Such barriers can be of different kinds: legal, regulatory, or administrative, and it is anticipated that their reduction should directly benefit rural communities and local populations in economic and ecological terms.

The predominant activities of this year dealt with forest fiscality and taxation, concession-based hunting, and governance with the Land Use and Affection Plans (POAS).

In forest fiscality, the implication of WN, through financing four studies and organizing the Focus Group that was supposed to reflect on the subject, has finally resulted in proposals for new laws related to taxation of products.

Some recommendations for improvements to the concession-based hunting system were made after a special committee met.

The pilot programs on good governance and the POAS were successful enough to warrant the expansion of their use in other areas.

4.1.2 Targeted results

The objectives of the Policy component are contained in four contractual results, namely :

- 1) Reduce judicial, legal, or administrative barriers to local natural resource management;
- 2) Put in place sustainable and verifiable processes agreed between rural communities, regional/national structures and services, and the private sector;
- 3) Completion of evaluations, studies, and political analyses that support the Policy Agenda;
- 4) Development of tools and information systems to support the policy component, including capacity building in resource evaluation and mapping (GIS) at the regional level.

4.1.3 Activities planned for 2006-2007

The ultimate objective of all the Policy component activities is to identify and lower barriers to sustainable management of natural resources. As this barrier reduction demands a significant amount of time, the component uses a series of intermediate results to indicate progress:

- Tools and information systems developed to support the policy component and strengthened resource assessment and mapping/GIS capabilities at the regional level (2 results),
- Preparation and dissemination of assessments, supporting field studies, policy analyses contributing to progress in addressing the policy reform agenda, and
- Verifiable and sustainable consultation processes between and among rural communities and regional/national agencies and services, as well as the private sector – at the community and national/regional levels.

The ultimate goal of these is **a reduction in the number of legal, regulatory, or administrative barriers to sustainable management of natural resources at the local level.**

4.2 Progress achieved

Result 1: Reduction in the number of legal, regulatory, or administrative barriers to local sustainable management of NR

The implementation of activities linked to lifting certain barriers is slow given that the program is acting as a facilitator in this process. In fact, the reduction of certain targeted barriers is limited by decrees (as with concession-based hunting), or by national agendas (forestry fiscal matters, transhumance, and others), causing a long process of reflection and group work.

In spite of this slow pace, the involvement of WN in the steering committee for forest fiscality contributed to significant advances in writing laws, even if the Forest Service is late in putting in place the committee that will follow up on recommendations made in the national workshop in Thiès.

In the concession-based hunting effort, financing of activities linked to its evaluation have resulted in recommendations by a committee that analyzed regional assessments of the situation.

Good governance and the POAS, two pilot activities launched by WN to resolve difficulties in the implementation of management plans and local conventions, are starting to get concrete results. For each of these activities, the process, which was initiated in three RCs, has begun to bear fruit and is appreciated by the populations. For example, in Sakar, the POAS led to the delineation and mapping of the RC so that trespassing that affected the neighboring RC was prevented. In Sakar's community forest, boundary marking has begun and this will make it possible to make definite plans for activities that will take place within it.

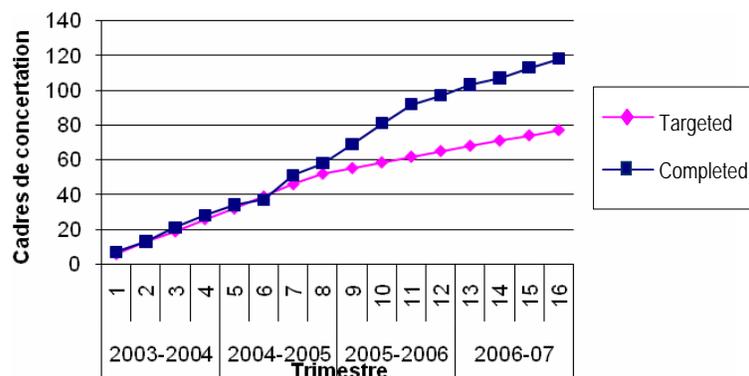
Indicator for Result 1:		Number of legal, regulatory, or administrative barriers to sustainable management of natural resources reduced	
Target for 2006-2007 :		6	
Principal Activities	Progress achieved	# targets reached	ongoing targets
Barrier 1: Difficulty for CRs' access to the Fonds Forestier National (FFN)			
Improve procedures on the utilization of FFN	<ul style="list-style-type: none"> ▪ Participation on the fiscality committee ▪ TOR to draw up new forest fiscality laws ▪ Sawtimber studies done ▪ Proposal of new laws on fiscality at the national workshop 		1 1
Barrier 2: Lack of access to revenues and lack of involvement of Rural Communities in hunting concessions			
<p>Follow-up at the community level regarding the policy changes issued by MEPN in 06</p> <p>Ensure that the RCs receive dividends from hunting</p> <p>Put a new system of concession-based hunting in place for the next round of contracts</p> <p>Change the level of taxation on concessions from what it has been for 20 years</p> <p>Ensure that the RCs receive a share of infractions committed in their territories</p>	<ul style="list-style-type: none"> ▪ Proposals made by the commission created for this purpose following the national workshop at Thies on concession-based hunting 		1 1 1 1 1
Barrier 3: Lack of dividends for CRs coming from forestry product taxes			
<p>Develop and propose new text on the distribution of dividends between the community and the state</p> <p>Control and follow-up on the exploitation of craft wood</p>	<ul style="list-style-type: none"> ▪ Studies on sawn wood ▪ Study on forestry fiscality ▪ Participation on fiscality committees ▪ TOR for drawing up new laws on fiscality ▪ New texts on fiscality proposed at the national workshop, during which a commission created by the Forest Service was made responsible for followup 		1 1
Barrier 4: No difference between the taxes levied on products from managed versus unmanaged forests (except for charcoal)			
<p>Development of new text for the reduction of taxes in managed zones</p> <p>Inequality of fiscal treatment of wood products from both managed and unmanaged forests</p>	<ul style="list-style-type: none"> ▪ Terms of Reference for writing new fiscality laws ▪ Elaboration of new texts on fiscality proposed at the national workshop during which the Forest Service appointed a commission to be in charge of followup 		1
Barrier 5: Lack of knowledge of relevant texts			
<p>Distribution of texts (forestry code and text on decentralization)</p> <p>Make a new a Pastoral Code</p> <p>Promulgation of a new version of the Hunting Code</p> <p>Awareness by pastoralists about local conventions</p> <p>Instigation of local taxation system for "grazing rights"</p>	<ul style="list-style-type: none"> ▪ Copies of forestry code distributed ▪ Migrant herding issues to be addressed at a planned National Assembly ▪ Participation in the workshop on local conventions ▪ Terms of Reference for writing new laws on fiscality ▪ First draft of new laws has been revised and is to be re-circulated for approval 	1	1

Indicator for Result 1:	Number of legal, regulatory, or administrative barriers to sustainable management of natural resources reduced		
Target for 2006-2007 :	6		
Principal Activities	Progress achieved	# targets reached	ongoing targets
Barrier 6: Lack of administrative and financial procedures at the village management committee level			
<p>Assist the RC to better manage their natural resources</p> <p>Assist the RC and the CVGD to develop and implement administrative and financial management systems</p>	<ul style="list-style-type: none"> ▪ TOR drawn up to get the status of NR management in the RCs including grazing, governance, and land use ▪ Status of NR management related to governance established in Missirah, Sakar, and Koulor ▪ Training of Trainers in Missirah on good governance ▪ Study and presentation of results on forest guards' workshop to DEFCCS and at the local level ▪ Forest mgmt plan for Koulor being implemented and taken into account for the national quota (520 quintaux) ▪ Mgmt and production structures functioning in Saré Bidji ▪ Sita Niaoulé (ex Missirah) PAF being implemented and included in the national quota (6 000 quintaux) ▪ Mgmt and production structures functioning in Sita Niaoulé ▪ Opening and closing of the charcoal production season in managed forests differentiated from those in nonmanaged forests, as pronounced in the ministerial arrêté 		
Barrier 7: Lack of land use plans at the rural community level			
<p>Develop a contract with the CSE to develop land use plans to help the rural community implement them</p>	<ul style="list-style-type: none"> ▪ First POAS developed in Koussanar as a model for WN ▪ Creation of a community forest of 14,000ha in Sakar ▪ Finalization of the POAS for Sakar ▪ Boundary marking in the forest of Sakar ▪ Development of the POAS for Mangagoulack 	1	1
Barrier 8: Lack of power attributed to forest guards			
<ul style="list-style-type: none"> ▪ Train and organize the forest guards ▪ Validate the authority granted to forest guards 	<ul style="list-style-type: none"> ▪ Training and organization of the guards in Bandafassi, Tomboronkoto, Saraya, and Salémata ▪ Badges made ▪ Study on the history of forest guards ▪ Workshop on harmonizing approaches to forest surveillance ▪ Presentation of surveillance workshop held in Tamba presented back to the DEFCCS ▪ Presentation of the results of the restitution made to the DEFCCS in Kédougou, Tamba, Sédhio, and Kolda ▪ Re-training of forest guards ▪ Setting up area-wide guards 	1	1
Barrier 9: Too many control posts			
<p>Analyze the efficiency of the current number of control posts</p> <p>Work toward making taxes imposed on transporters more uniform</p> <p>Work toward consistency of units of measurement</p>	<ul style="list-style-type: none"> ▪ TOR for drawing up new laws/texts on fiscality ▪ Studies on sawn wood ▪ Participation on the fiscality committee ▪ New laws on fiscality proposed to a national workshop during which a commission created by the Director of the Forest Service was to be in charge of following up 		

national, regional, and community levels; subjects are specific or general. Consensus-building activities represent the most important source of information in identifying barriers to be reduced. These organized meetings are based on the principle of building consensus among all partners, notably at the local level, before undertaking any activities. Thus, reported results at the regional level feed into national workshops that are organized for topics such as surveillance, concession hunting, POAS, forest revenues and taxes, and good governance.

Indicator for Result 2:	Number of verifiable and sustainable consultation processes between and among rural communities and regional/national agencies and services, as well as the private sector		
Target for 2006-2007:	6 community CdeC, 6 national/regional CdeC		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
	Community level RT/CdeC		
Local conventions	<ul style="list-style-type: none"> ▪ Merger between extension units and Animation/Harmonization cells for the local conventions in Salémata, Tomboronkoto, and Bandafassi ▪ Drafting of the POAS in Sakar ▪ Harmonization meeting on the boundaries between the RCs of Sakar and Diaroumé ▪ Presentation of the POAS to the community of Sakar and through the area ▪ Informational meeting and precisions on the process of making a local convention for Karantaba ▪ Elaboration of the annual workplan in Karantaba ▪ Establishment of management structures for the local convention of Mangagoulack ▪ First steps for sensitization on local conventions in Simbandi Brassou and Tanaff ▪ Elaboration of annual workplans for mgmt organizations in Djirédji, Bambaly, and Tanaff ▪ Mid-term evaluation of the annual workplan in Sakar ▪ Harmonization of the steps for sensitization of local conventions in Sakar 	3 1 1 1	
Local Codes	<ul style="list-style-type: none"> ▪ Meeting on the process of drafting a local code for Balmadou ▪ Presentation of the writing process for a local code in the 4 RC ▪ Presentation of mapping tasks ▪ Elaboration of outlines for code regulations ▪ Harmonization of regulation outlines 	1	
Forest Management Plans (PAFs)	<ul style="list-style-type: none"> ▪ Elaboration of a PAF at Saré Bidji ▪ Presentation of socio-economic studies for Paniates and Missirah ▪ Presentation and validation of the PAF for Sita Niaoulé ▪ Validation of the annual workplans and budget by mgmt committees ▪ Presentation of the PAF for Saré Bidji ▪ Presentation of the GAF for Saré Bidji 	2	
Good governance	<ul style="list-style-type: none"> ▪ Presentation of the status of environmental documentation in Missirah and Sakar 		
Market chains	<ul style="list-style-type: none"> ▪ CdeC on cashew in Djirédji ▪ CdeC on palm oil in Diendé ▪ CdeC on controlling production costs in palm oil production in Simbandi Brassou ▪ CdeC on madd in Kédougou ▪ CdeC on cashew in Sakar ▪ CdeC on cashew in Tanaff 	1 1 1 1 1 1	
	Regional level TR/CdeC:		
Charcoal	<ul style="list-style-type: none"> ▪ Meeting of the presidents of the RCs to discuss charcoal and draft a letter addressed to the DEFCCS; Follow up on the letter to the DEFCCS from the presidents ▪ Concertation between producers, IREF, UNCEFS, PROGEDE and WN on the 	1 1	

Indicator for Result 2:	Number of verifiable and sustainable consultation processes between and among rural communities and regional/national agencies and services, as well as the private sector		
Target for 2006-2007:	6 community CdeC, 6 national/regional CdeC		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
	sharing of quota allocations in the community forests of Koulor and Sita Niaoulé (Bidding process)		
Products	▪ CdeC on fonio in Kédougou	1	
Surveillance	▪ Workshop on harmonization of approaches to forest guards	1	
	National level TR/CdeC:		
Surveillance	▪ Presentation of study and workshop on guarding forests		
Forest revenues and taxation	<ul style="list-style-type: none"> ▪ Meeting of the Focus Group and beginning of consultants' work ▪ Presentation of the Orientation Points for the Focus Group ▪ Meeting in Thiès on forest fiscality ▪ Meeting in Dakar on migrant grazing/ transhumance 	1	
Hunting Concessions	▪ National concession-based hunting workshop in Thiès		
Local conventions	▪ Participation in the national workshop on Local conventions (IIED)		
Collaboration	▪ Establishment of multi-party discussions between WN, PROGEDE, PGIES and the Parc National to share experiences and ideas	1	
	Cumulative total:	21	



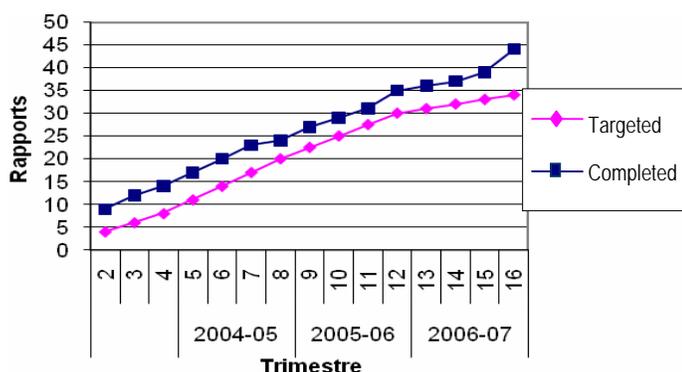
Number of Round Table discussions and dialogue among local communities, national and regional offices, and the private sector that are verifiable and continuous

Result 3: Production and dissemination of evaluations, empirical studies, and analyses on policy that contribute to the proposed reforms

WN has been concentrating on studies linked to problems inherent to rural community partners, notably in terms of good governance and financial resources. In fact, these two domains are the basis for good natural resource management. After these studies, the vision is to revise the text of existing

laws on forest taxation and revenues. In good governance, the Program has already begun a pilot activity in 3 Rural Communities.

Indicator for Result 3:	Number of assessments, supporting field studies, policy analyses supporting the policy component		
Target for 2006 - 2007:	4		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Forest management plans and local conventions	<ul style="list-style-type: none"> ▪ Followup of the GAF in Koulor ▪ Study on the GAF in Sita Niaoulé and Saré Bidji ▪ Forest Inventory report ▪ Participatory Forest Management Guide 	1 2 1	1
Good governance	<ul style="list-style-type: none"> ▪ Report on available maps and environmental data at the local government level in Koulor, Sakar, and Missirah ▪ Reports on the training of rural councilors on good governance in Missirah and in Sakar 	3	
Surveillance of forests	<ul style="list-style-type: none"> ▪ Evaluation of forest guardianship experiences ▪ Report on the workshop for guardians in Tamba ▪ Guide on forest surveillance 	1 1	
Forest revenues and taxation	<ul style="list-style-type: none"> ▪ Study on principles of orientation for the Focus Group ▪ Final report of the Focus Group on forest fiscality ▪ Preparation of draft texts for laws ▪ Elaboration of laws 	1	1
Cumulative total:		10	1



Evaluations, empirical studies, and analyses on policy that contribute to proposed reforms

Good Governance

During the implementation of various activities in WN, some of the obstacles that prevent good governance have been identified. A key realization is that the Rural Council and the population are not sufficiently informed of the opportunities they have in natural resource management.

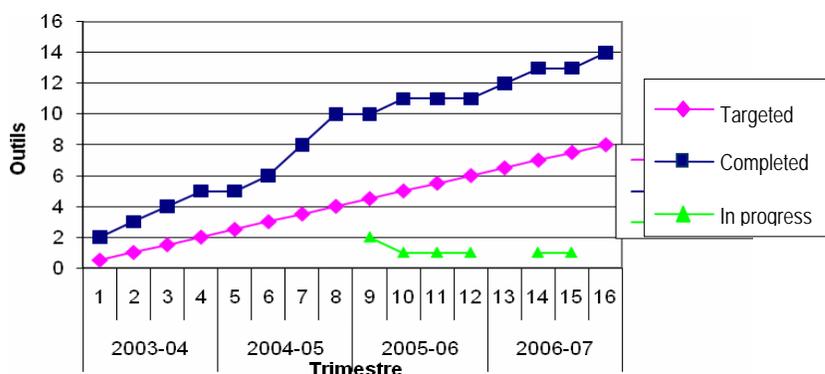
The Rural Council also has difficulties writing and operating on a budget, holding regular meetings, and communicating with the administration. In sum, these are real difficulties with a bearing on internal democracy (as the councilors are not sufficiently in charge); on organization and functionality of the Council (as the rules of technical commission procedures are not defined); and on efficient circulation of information internally and externally (as the president of the RC does not share information on NRM with the vice president of the environment commission, and results of Council meetings are not distributed to populations concerned).

All these limitations have had a negative impact on the implementation of local conventions and PAFs. To lessen this impact, WN initiated a pilot program in 3 Rural Communities in relation to good governance. This program, the POAS, is based on three components: a collection of all available existing maps and environmental documentation of the area; a presentation of this collection to the Council and the populations; and a series of technical training sessions for trainers who are local resource persons, representatives of the technical services, and councilors and individuals. The results of this approach are convincing and they confirm the fact that good governance is a precondition for the success of natural resource management activities.

Result 4: Development of tools and information systems to support the Policy Section

With the support of the U.S. Forest Service, WN finalized a study related to inventory issues that affect the PAFs. POAS methodology was documented, and the Guide for writing PAFs was revised though not in final format yet.

Indicator for Result 4:	Number of tools & information systems developed to support the policy component		
Target for 2006-2007 :	2		
Principal Activities	Progress achieved	# targets reached	# ongoing targets
Reports to support and document WN activities	<ul style="list-style-type: none"> ▪ Guide for writing the PAF and the local convention initiated with USFS assistance ▪ Elaboration of the POAS methodology ▪ Study on forest inventory as it relates to WN and PAFs 	1 1	1
Cumulative total:		2	1



Tools and information systems developed in support of the Policy component

4.3 Constraints, opportunities, and priorities

The revision of Senegal's policy on forest taxation and revenues, which was treated in depth during the national workshop in Thiès, is still in progress. Unfortunately, the objectives of the workshop were not reached because the draft texts proposed by the Focus Group were not adopted, as planned in the original process. The various technical services and organizations that should have played an important role in the process (Customs, Taxes, Treasury, CAEL, UAEL, and others) were absent or under-represented. Also, the decision that was made at the June 2007 workshop, that the Director of the Forest Service to create a committee in charge of following up on the texts, has not come to fruition.

Regarding concession-based hunting, a committee that was in charge of analyzing regional evaluations of the situation was supposed to meet in Thiès and make proposals for improvements; however, such proposals are not yet being put into practice. In principle, the recommendations should be discussed by the Supreme Council on Hunting in September or October 2007.

The implementation of activities in good governance was rendered difficult in Koulor because even now the presentation of the state of maps and documents has not been done by the president of the Rural Council; this is delaying the program. At the same time, results of training done in Missirah and especially Sakar show that this presentation by the PRC must go before any new initiatives in the Rural Communities.

The POAS has been a grand success for the moment, particularly at Sakar where the delineation of the community forest established during the POAS process has been done and cement markers has begun. Mapping the RC has cleared up an issue of a neighboring RC installing villages outside its legal boundaries.

Forest guardianship or surveillance has been reactivated, after a suspension of the activity was imposed pending a workshop on harmonizing approaches to employing forest guards. Consensus was reached after the DEFCCS was presented with results from a study on the topic and commented on them.

The regional mapping and inventory offices are now in good operating order, but a difficulty that was found in Kolda and Ziguinchor is that all the foresters are not at the same technical level as the IREF. This means that foresters outside the proximity of the BIC office receive insufficient practice in the methods. Even those with enough practice are at risk of be transferred to other posts at any time.

5 CROSSCUTTING ACTIVITIES

The three technical components of WN are supported by certain crosscutting components: coordination and administration, small grant funds, training and communication, coordination of the field facilitators, and the Monitoring, Evaluation, Reporting, and Analysis component. These supporting components do not specifically fulfill project targets, but they do achieve results. Some of the activities are presented below.

5.1 Coordination and Management

At the level of technical management, 2007 has been rich in lessons for the program, which has capitalized on new activities in rational land use through the POAS, good governance, and forest guardianship by the local population. These different activities have provided opportunities to solidify the partnership that ties CSE with the regional BICs in terms of mapping, research, and skill building at the local level. The partnership has resulted in reports on existing maps and environmental/administrative documentation, training for elected officials and local populations on decentralized NRM, training on administrative and financial aspects of NRM activities, and studies and workshops on forest guardianship.

The two last-mentioned results were rather intensive and required the use of many consultants, unlike in the past years of WN; also many decentralized meetings were held at the RC level. WN also hosted one intern in project administration and another who worked on the POAS in Sakar.

In the administrative management domain, different months of 2007 mark the end of personnel contracts for the first phase of WN. The program has hosted a team from IRG and CLUSA to discuss conditions, formulas, and strategies for the pursuit of activities. After open discussions, clear examples, and much explanation, it was decided to make employees contracts as consultants so that they can all finish at the end of WN's phase I.

Along the same lines, the number of Facilitators was reduced from 33 to 26 during the year, as some contracts expired and were not renewed. This decision was based on poor performance or low level of effort on the part of the facilitator. The areas affected by this situation are Kédougou (which lost 2 facilitators), and Tamba and Kolda (which each lost 3). In Dakar a facilitator was added to make 2 total.

General Assembly from 16 to 20 August in Toubakouta

In a healthy spirit of openness, conciliation, maturity, and intelligence, participants in the General Assembly used their best extension skills to evaluate the first phase of Wula Nafaa. Lessons learned were recorded so that a good strategy could be designed for the second phase. First, the lessons from implementing the program components were recorded, especially those of Rights and Responsibilities and Economic Benefits; then the experiences of facilitators and administrative/ financial management were assessed. Finally, the lessons learned from our collaboration with partners (especially the Service Forestier and the Rural Councils) were discussed. By the end of the workshop, the following major ideas and principles for a phase II of Wula Nafaa were recommended:

- Consolidate successes achieved within the PAF, the local conventions, the POAS, and species enrichment;
- Collaborate with the Peace Corps for forest restoration works and with other institutions to work on biodiversity;
- Sign memorandums of understanding with local collectivities for Policy and Communication activities;
- Use recommendations from studies to reduce work slowdowns caused by insufficient skills;
- Utilize the network of economics writers to put more information about the program's economic successes in the press;
- Give all the facilitators the skills needed to work in all the program zones;
- Develop a policy of shifting facilitators to new posts every two years or so.

Facilitators that were retained were those who, after a meticulous evaluation, were found to have demonstrated high productivity, a strong commitment, a capacity for innovation, and a perfect knowledge of their environment and mission. It is important to note that in every zone where the number of facilitators was reduced, planning was done so that the remaining personnel could take on all the required tasks. Besides, the assistant coordinators were given responsibility for field activities where it was possible to do so. The reduction in facilitators thus had no negative impact on commitments of WN towards its partners...

During the evaluation process, it was decided to place a second facilitator to join the first around each managed forest (Koulor and Sita Niaoulé), since the implementation of the PAFs includes a workload that could be too heavy for a single facilitator. In Dakar, the existing facilitator was reinforced with a second because of the increase in demand by the producer groups for marketing assistance.

This year, the general assembly was one of consolidation of achievements. In fact, the assembly was held several months before the end of the first phase of 5 years and the beginning of a second one. It served as a way to objectively analyze how the program went in the first phase and to reflect on how its activities could be modified in the future. It also benefited by the presence of the new National Coordinator, the previous one being in the USA for training. The new Coordinator expressed his appreciation for the way the GA was held and sent a letter of congratulations to the whole team.

5.2 Small grant fund

The small grant fund was designed to assist the different components in executing their activities and in reaching program objectives. Activities are subsidized with the goals of achieving durability, self-financing, assisting with the generation of revenues, and the management of natural resources.

The grants allow the program to reduce risks and investment costs to local organizations that would be associated with technological innovation in processing and marketing new products. Combined with other forms of assistance by WN, the subsidies also help organizations to obtain financing from other sources and to source support for selected groups or activities.

It is in this framework that the following activities were subsidized this year:

1. Making a guarantee fund available to Credit Mutuel du Sénégal to enable credit activity to begin with program beneficiaries;
2. Training of facilitators in putting credit histories together for the bank and in writing market analyses and business plans, and following enterprises supported by WN;
3. Construction of a bouye processing unit for the Khanouyé Mémouké Feddé GIE in the village of Diyabougou (Tambacounda);
4. Support to the charcoal producer groups of Sita Niaoulé and Saré Bidji for transport and negotiated accessory fees for getting the product to and selling it in Dakar;
5. Support to charcoal producer groups in Koulor in terms of cutting equipment and other expenses for beginning cutting in new parcels in 2006 within PAF prescriptions, and also for getting the charcoal to Dakar and selling it;
6. Implementation of a strategy for promotion and sales of ténéra oil palms to plant in the region of Ziguinchor;
7. Study of the foundation for construction and training personnel in the norms of HACCP for Maria Distribution, with an improvement in their products and a determination of their nutritional values;
8. Construction of a processing unit for the “Panpy” GIE of Oudoucar in the RC of Sakar;
9. Putting in place a database for the mobile services program in order to assist with marketing mbepp gum when the Manobi system is in place in the region of Tambacounda (the system is being set up by Manobi Sénégal for four mbepp groups);
10. Purchase of three plotters for the IREFs of Kolda and Ziguinchor and the forestry department of Kédougou sector; the establishment of a BIC (bureau inventaire and cartographie) in Kédougou;
11. Having gum tapping tools crafted for the mbepp gum producers in Tambacounda and Kolda;
12. Putting in place certain management instruments for the Society for Commercialization of Local Products (SCPL) in Ziguinchor; these instruments are:

- Regulated fiscal and social administration
- Establishment of an accounting system that conforms to SYSCOA
- Development of accounting software that is adapted to its functions
- Development of a marketing system for the range of products in “Deli Cajou”

In the near future, a grant for all the management tools is foreseen for a better application of the recommendations contained in the GAF (administrative and financial management manual) for areas with management plans. There are plans for an extension of internet networks into the IREFs, and a remodeling of the IREF in Kolda to house the BIC and the WN facilitator.

Certain limitations were encountered within the small grant program:

- A delay in the presenting of reports from our partners who benefited from grants;
- Slowing of some activities due to misunderstandings between collaborating partners (Action Sud and the technician for Ténéra palms);
- Temporary breakdowns in the PDA network in Koussanar, leading to a reorientation of the communication strategy for marketing of mbepp gum.

5.3 Training and Communication

5.3.1 Training

The main focuses of training by WN in 2007 were credit, governance in the pilot local collectivities, and administrative and financial management of the management committees for the forests of Koulour, Sita Niaoulé, and Saré Bidji. Recall that these activities were chosen since the Annual Workplan for 2006-07 was drawn up, with the fundamental aim of appropriation of WN-initiated processes to assure their sustainability.

Management of the community forests of Koulour, Sita Niaoulé, and Saré Bidji required the establishment of an organizational structure including management bodies at village, community, and management block levels. To remain functional for the long term, these structures must be led by members that have a good understanding of their mission and their required roles and responsibilities.

It is in this view that the experiences in three forests were used in GAF (administrative and financial management) training using a step-by-step process:

- Gathering all existing information and maps, and identifying training needs at the management block level;
- Proposal and validation of a system for managing funds that come from forest management;

- Writing and testing training modules for the blocks, and technical training for forestry agents, facilitators, and counselors;
- Writing, testing, and translating management tools;
- Putting management tools into practice and then following up on their use.

This activity had a priority in the annual training plan and was led by two teams of consultants, with a strong implication and participation of the Forest Service to guarantee the adoption and the sustainability of the process.

In certain areas, such as Sita Niaoulé, the population translated the tools into their local language to use them more effectively.

Other actors who benefited by skills training are the Technical Heads of the three community forests, who can be considered the controllers of technical prescriptions in the managed zones and who play a decisive role in the functioning of the management process. The Forest Service also provided technical assistance to design training modules for practical work in the blocks.

The strategy that has been put into place by WN to assist three pilot local collectivities in governance depended upon training that required knowledge of existing data and maps; in this way the training needs were determined and the content of modules could be verified. An innovation was identifying and training 10 local trainers in each collectivity, then allowing them to scale down the training modules to their areas and villages.

Beyond the fact that this approach places value on local expertise, it contributes to the principle of sustainability of WN activities. It should be pointed out that the approach was led by a team of two consultants who had solid experience with DGL Félo, whose documentation was used to make the training modules. It is worth noting that the collectivities are not all at the same level in implementing activities; in Sakar the elected officials have been trained, in Missirah the training of trainers has taken place while the training for the officials is in preparation, and in Koulor only the collection of existing information has been completed since the president of the Rural Council has shown little inclination for going further.

To sustain production, processing, and commercialization activities of its clients, WN has initiated in collaboration with the CMS a credit policy to assure the sustainability of its enterprises. In this framework, the facilitators and members of producer networks in different market chains were trained in the procedures to request, manage, and reimburse credit. Impacts of this training are visible in the enhanced ability of producer groups to gain access to credit.

In order to better counsel enterprises to make good business management decisions, WN facilitators were trained in the techniques known as Making Cents.

Members of the mbepp gum producer networks and facilitators in the Koussanar area were introduced to the PDA in collaboration with Manobi, which specializes in implementing systems of market information (MIS) that display the daily evolution of production, prices, supply, and demand.

In the interest of maintaining good collaboration between the Service Forestier and WN, the MERA component organized several refresher courses for the forestry agents in the BICs of Tamba, Kolda, and Ziguinchor. These BICs have already managed to produce different maps for managed forests and for the POAS for those Rural Communities that have local conventions such as Koussanar, Sakar, and Mangagoulack.

Skill building activities were intense in the 2006-2007 year, allowing the various beneficiaries to make noteworthy progress in taking over their activities, but also in the adoption and sustainability which were the objectives assigned to the 2006-2007 workplan.

5.3.2 Communication

With the development of the processes for managing community forests, support for good governance, and implementing local conventions and the POAS, communication has been an indispensable tool to assure right information on and reference to targets, and general opinion on the positive impact of NRM activities. Radio emissions and mini-documentaries were produced by RTS and private radio stations SudFM and WalfFM in all three regions of WN intervention. Press articles on different activities were published and the latest one was consecrated to the results of the national workshop on forest surveillance held in Tamba in July 2007 (edition of the newspaper *Le Soleil* 23 July 07).

The highlight of communications activity for the year was the making of a documentary with the technical support of the audiovisual unit of the MEPNBRLA. The film highlighted the achievements of the program in various domains: techniques of harvesting and adding value to bouye in Bala and Dyabougou, tapping gum and commercializing it in Kouthiakoto and Dawady, and implementation of the process of local conventions and forest management in Kothiary, Koulor, and Sita Niaoulé. It also revisited the Nature-Wealth-Power approach of USAID. Presidents of Rural Councils, producers, members of management bodies, heads of WN components, and other partners contributed their testimony to the success of the program but also the weaknesses encountered in the implementation of WN activities, all of which converge on the common objective of rational and decentralized NRM in the three regions.

Through the focal point network in communication, coordinated by the consultant in communications at USAID, the program was informed regularly on activities, advice, and orientation of USAID in terms of communications.

5.4 Monitoring, Evaluation, Reporting, and Analysis

The subcomponent Monitoring-Evaluation of MERA targeted three series of activities during the year:

1. Continue M-E activities in the regions of Tambacounda and Kolda, and begin them in the region of Ziguinchor;
2. Support the RR component in the conception and plotting of large-scale maps;
3. Assure that pertinent analyses and reports are produced.

5.4.1 M-E activities in the regions of Tambacounda, Kolda, and Ziguinchor

MERA activity in 2006-2007 emphasized information verification. Facilitators were visited to verify their reports and to put in place a new system for collecting data. An evaluation and verification mission for USAID data was carried out during the month of December 2006. A few difficulties in the collection of data were noted for certain facilitators.

5.4.2 Support to the RR component in map production

In order to support RR component activities, the SERA got involved in putting the POAS together for the rural communities of Koussanar, Mangagoulack, and Sakar. The POAS is a tool that helps partner local collectivities in making decisions on how to dedicate land to certain uses, particularly for specified economic uses. These POAS were elaborated with the CSE and the BIC of the three regions Tambacounda, Kolda, and Ziguinchor. Proposals for delimitation of community forests were made to the rural councils. Sakar is currently placing cement markers around its community forest of 14 000 ha. MERA also supported the delineation of charcoal producing parcels for 2007 in the community forest of Saré Bidji, and provided mapping for the local code of the classified forest of Balmadou.

5.4.3 Analysis and Reporting activities

Several important activities were carried out in this category, and they include not only S-E but also support to administration and reporting of the WN program. The most important of these are:

- Wula Nafaa improved the quality of its periodical and contractual reports, thanks to the goodwill between the SERA and other parts of WN;
- Training in GIS/Cartography was provided to forestry agents in the BICs of the regional IREFs, with assistance from CSE;
- SERA also supported the RR component in the execution of socio-economic studies and their analysis for PAFs.

APPENDIX 1: DOCUMENTS PRODUCED

Economic Benefits component

- Study on the feasibility of using the train as a means of transporting charcoal to market (Mamadou Fall, February 2007)
- Study on palm oil (Ousseynou Sané, April 2007)
- Study on the market for providing services to cashew processors supervised by Enterprise Works in the regions of Ziguinchor and Kolda (with EW, Laurent Gomis, May 2007)
- Study on the nature of the demand for madd fruit in Dakar (Gaby José Ababa, June 2007)
- Market study on sawn wood in Casamance (Ousseynou Sané, August 2007)

Rights and Responsibilities component

- Diagnostic of training needs and information needs, and presentation of a management system (Cheikh Guissé et Chérif Younouss Ba, January 2007 ;)
- Report on training and technical assistance in administrative and financial management (GAF) in Koulor (Cheikh Guissé et Chérif Younouss Ba, March 2007)
- Mission report on putting management tools in place (Cheikh Guissé, June 2007)
- Report on technical assistance in GAF in Sita Niaoulé (Cheikh Guissé et Malang Mballo, June 2007)
- Report on training and technical assistance in administrative and financial management (GAF) in Saré Bidji (Moussa Baldé et Bassa Diawara, September 2007)
- Steps in the writing of the forest management plan (WN, September 2007)
- Report on forest inventory as used to write the PAF (USFS, September 2007).

Policy component

- Report on the status of governance in Missirah (Lamine Dramé et Mamadou Amadou Diako, March 2007)
- Report on the status of governance in Koulor (Lamine Dramé et Mamadou Amadou Diako, April 2007)
- Final report of the Focus Group on Forest Fiscality (Alpha Seybatou Djigo, consultant, May 2007)
- Report on the evaluation of experiences in forest surveillance (Mame Mory Diagne, Dibocor Dione, June 2007)
- Report on the workshop on harmonizing approaches in forest guard issues (Mame Mory Diagne, Dibocor Dione, July 2007)
- Report on the status of governance in Sakar (Lamine Dramé et Mamadou Amadou Diako, August 2007)
- Report on the training in good governance for the Rural Council and the population of Sakar (Lamine Dramé and Mamadou Amadou Diako, September 2007)
- Report on the workshop for informing local collectivities of results of the workshop on harmonizing forest surveillance approaches (Mame Mory Diagne, Dibocor Dione, Sept. 2007)

APPENDIX 2: LIST OF GRANTS 2006- 2007

Date	Structures	Use of funds	Amount F CFA	Observations
9/10/2006	Rural Communities of Koussanar, Malème Niani, Sinthiou Malème, Saraya and Salémata	Plantation of Sterculia, Cashew, Kadd, Acacia melifera, Zyziphus, Moringa, and Baobab	608 206	
13/11/2006	Regional Forestry Inspection of Ziguinchor	Construction of 2 offices	4 957 350	To house the BIC
27/11/2006	Credit Mutuel du Sénégal	Guarantee fund for establishing a credit system	12 500 000	
6/02/2007	GIE Panpy of Sakar	Construction of a processing unit	3 158 000	
24/05/2007	Manobi	Putting in place a mobile assistance service in the marketing of mbepp gum by producers in Tambacounda Region in 4 Rural Communities	11 926 000 FCFA of which 5 477 300 FCFA have been used	
13/07/2007	Sector of Forest Service of Kédougou	Purchase of Dell, computer, printer A3, two GPS and a power regulator for the Bureau Inventaire and Cartographie of Kédougou	2 370 000	
13/07/2007	Groups of mbepp gum producers	Making tapping tools for producers of mbepp gum m of Tamba and Kolda	645 000	
25/07/07	Inspection of Eaux and Forêts Kolda, Ziguinchor and sector of Kédougou	Purchase and installation of 3 plotters in the zones of Kédougou, Ziguinchor, and Kolda	9 850 000	For producing large-scale maps of forests
12/09/2007	Société de Commercialisation de Produits Locaux (SCPL) of Ziguinchor	Implementation of activities: <ul style="list-style-type: none"> ▪ Application of regulations to fiscal and social administration ▪ Establishment of an accounting system that conforms to SYSCOA ▪ Development of a software that is compatible for its activity ▪ Development of a marketing system for the brand "Déli Cajou " 	2 374 756 FCFA	Activities are carried out by a consultant

APPENDIX 3: LIST OF TRAININGS 2006-2007

TOPIC	DATES	PRESENTERS	No. Participants	RESULTS
Training of forest guards of forêts in Kothiary	20 to 22 Nov 06	Chief of brigade Facilitators	48	Forest guards understand their roles and responsibilities
Training of forest guards of forêts in Malème Niani	26 to 28 Nov 06	Chief of brigade Facilitators	40	Forest guards understand their roles and responsibilities
Training of facilitators in notions of credit	29 Nov to 5 Dec 06	Groupe CAM Partners	28	Facilitators are capable of supporting enterprises in accessing credit at CMS
Training fonio market chain in Kédougou in credit	13 to 16 Dec 06	Groupe CAM Partners	21	Enterprises master the procedures for accessing credit at CMS
Training market chain for bouye in Tamba in credit	18 to 21 Dec 06	Groupe CAM Partners	27	Enterprises master the procedures for accessing credit at CMS
Training market chain for charcoal in Kolda in credit	15 to 18 Jan 07	Groupe CAM Partners	19	Enterprises master the procedures for accessing credit at CMS
Training cashew market chain in Ziguinchor in credit	19 to 22 Jan 07	Groupe CAM Partners	13	Enterprises master the procedures for accessing credit at CMS
Training of facilitators in Making Cents	29-30 Nov 06 Tamba 4- 5 Dec 06 Kolda	Consultant in Making Cents	28	Facilitators master the module on the business plan and can carry training to the enterprises
Training in GAF in Koulor	6 to 18 June 07	Consultant team Guissé/Younouss	80 members of the management organization	Members of management bodies master their roles and responsibilities and are capable of managing the forest mgmt fund
Training in GAF in Missirah	18 to 30 June 07	Consultant team Guissé/Malang	20 members of the management organization	Members of management bodies master their roles and responsibilities and are capable of managing the forest mgmt fund
Training in GAF in Saré Bidji	25 June to 7 July 07	Consultant team Bassa/Baldé	42	Members of management bodies master their roles and responsibilities and are capable of managing the forest mgmt fund
Training of RT of Koulor and Missirah		Assistant to facilitator coordinator in Tamba; Management chief of regional IREF	18	Technical chiefs master the technical prescriptions and oversee their application in the management plan
Training of RT of Saré Bidji	9 to 11 July 07	Assistant to facilitator coordinator in Tamba; Management chief of regional IREF	10	Technical chiefs master the technical prescriptions and oversee their application in the management plan
Initiation of facilitators and members of mbepp gum networks of Koussanar in use of the PDA	19 to 20 July 07	Manobi	4 facilitators 4 members of networks	Facilitators and members of networks are capable of using the PDA to be informed on the market
Refresher training of BIC of Ziguinchor in cartographie	Jan 2007	CSE	2	Agents of the BIC of Ziguinchor can do better mapping
Training of agents of BIC of Tamba, Kolda and Ziguinchor	16 to 20 July 07	CSE	06	Agents of BIC master techniques of inserting n histograms, photo- logo, and of correcting images
Training of trainers in governance in Missirah	19 to 22 June 07	Team of consultants Diako and Dramé	9	Trainers have the tools to train people in governance
Training of trainers in governance in Sakar	27 to 30 Aug 07	Team of consultants Diako and Dramé	10	Trainers have the tools to train people in governance
Training of the rural council and the local population of Sakar in governance	2 to 5 Sept 07	Team of consultants Diako and Dramé	42	Locally-elected officials of Sakar master knowledge needed to assure good governance in their local collectivity